

FINANCIAL TIMES

هناك امر لاصح

Unequal marriages
The EU's free trade pacts

Good business
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TOMORROW'S
Weekend FT
'Freedom fighter' turns relic

Arco signs \$1.5bn oil production deal with Algeria

US oil company Arco signed off threats by Islamist militants and slipped a \$1.5bn production sharing contract to rehabilitate the Rhourde El Baguel oilfield in Algeria. The deal is the latest in a string of contracts signed between Sonatrach, Algeria's state oil and gas company, and western oil groups. Extremists have warned oil and gas workers in Algeria to stop work or face death. The industry generates 90 per cent of the country's foreign exchange revenues. Page 12

Bundesbank warns on Maastricht: Germany must make greater efforts to cut its public sector deficit to meet the Maastricht treaty criteria by 1997, the Bundesbank warns today. Page 2; Lex, Page 12

Dasa forecasts deeper losses: Daimler-Benz Aerospace said it expected a loss for 1995 of DM4.5bn (\$2.9bn) and revealed that negotiations to merge its MTU engine-making subsidiary with the BMW/Rolls-Royce joint venture had collapsed. Page 13

Bosnia war crimes moves: The US will back the prosecution for war crimes of Bosnian Muslims as well as Serbs and Croats, but does not expect Serbian president Slobodan Milosevic to be indicted, Richard Holbrooke, Washington's envoy to the Balkans, said. Page 2

Italy expects early poll date: Italian president Oscar Luigi Scalfaro is expected to announce the dissolution of the country's 11th post-war legislature and fix a date for an early general election. Page 2

Turkish coalition nearer: An end to Turkey's two-month political deadlock appeared closer after the Islamist Refah party and the conservative Motherland party announced progress in talks on forming a government. Page 2

GPA close to deal: Ireland-based aircraft leasing company GPA is close to a deal with one of its creditors which will salvage a \$2.7bn refinancing and head off a forced liquidation. Page 13

US factory orders rebound: US factory orders rebounded in December, suggesting the economy may not have been as weak as feared late last year, the Commerce Department said. Page 5

Philippines to let host people stay: The Philippines said it would grant residence to Vietnamese refugees who refused voluntarily to return to their homeland under the United Nation's orderly repatriation scheme. Page 4

Philips profits up 18.9%: Rising demand for semiconductors enabled Dutch electronics group Philips to produce annual net profits 18.9 per cent ahead at Ft 2.52bn (\$1.5bn). Page 13

Intensified IRA campaign feared: Fears of a full resumption of the Irish Republican Army's terrorism campaign in the UK grew as police made safe a device in London. Page 7

India seeks to pre-empt nuclear treaty: India proposed an international convention that would bar countries from using or threatening to use nuclear weapons, in a move seen as a bid to pre-empt the signing of a comprehensive test-ban treaty. Page 4

Granada stakes claim on Yorkshire TV: Granada, the UK leisure, hotel and television group, indicated its interest in Yorkshire-Tyne Tees Television when it spent more than £50m (\$75m) to take its stake in the company to just under 25 per cent. Page 13; Lex, Page 20

GKN faces rivals: GKN faces a potential challenge to its world-leading role as producer of constant velocity joints used in front-wheel-drive cars. Rival technology is being developed by a UK engineering consultancy group. Page 7

Europe's birds given safer passage: Migrating birds returning to Europe won a reprieve from being gunned down when the European Parliament fixed January 31 as the date for the closing of the shooting season. The move was fiercely opposed by southern Europeans. Page 12

Private car dealers win cross-border sales ruling

Independent car dealers yesterday fought off a legal challenge to their right to buy vehicles in the cheapest European Union markets for re-sale in their own countries. The European Court of Justice ruled that non-franchised dealers, operating outside manufacturers' distribution networks, could sell new cars wherever they liked. The case had been brought by dealers in France holding franchises for makes including Nissan, Ford, Peugeot, Citroën, Honda and Renault. The court found that EU legislation on car distribution, which exempts some car sales from competition rules, did not extend to prohibiting independent dealers from buying cars outside the official distribution networks. There is no appeal against the ruling. "This is a straightforward single market issue," an EU official said.

The Luxembourg court's decision is likely to anger official dealers in countries such as France, which say their business is being undermined by independent buyers buying cars cheaply in neighbouring countries for resale back at home. The ruling coincided with the release of European Commission figures confirming that countries with the weakest currencies had the best bargains for cars, while those with strong currency policies had the most expensive models.

Italy was the cheapest country, with the lowest prices for 30 out of 77 cars surveyed, followed by Portugal with 12 models and Spain and the UK with 10. Austria, Germany and France were the most expensive countries for 60 of the models in the survey. The figures, together with the ruling, are likely to fuel pleas for compensation from car dealers in strong currency countries which say such price differentials - arising mainly out of currency fluctuations - have put them at a

competitive disadvantage. "As long as there is no monetary and tax harmonisation, these price differentials will tend to exist and people will tend to exploit them," said Mr James Rosenstein of Asea, the European car manufacturers' association. The Commission figures nevertheless showed that in spite of continued wide differences there was an overall narrowing of price differentials across the EU, reflecting a recovery in most of the weaker currencies. Price differentials were nar-

rower for Japanese cars than for European models. They were slimmest among medium sized cars - such as Fiat Bravos, Ford Escorts and Volkswagen Golfs - where demand is particularly strong. The existence of such price differentials has led to an increase in the number of consumers prepared to shop around across borders for cheaper cars. Although this is legal within the single market, car manufacturers sometimes erect obstacles to try to protect their home markets.

Government 'misled' UK MPs over arms to Iraq

A damning indictment of the British government machine and individual ministers over the policy on arms sales to Iraq in the 1980s was made by Lord Justice Scott yesterday. The long-awaited 1,800-page report contained numerous examples of government mistakes and the misleading of parliament, but it cleared ministers of "duplicitous intent" in shaping guidelines or of a conspiracy to deprive defendants in the Matrix Churchill arms-to-Iraq case of a fair trial. The report also concluded that no British arms reached Iraq or Iran during the war between the two countries in the 1980s. After considering the report's findings over the past eight days, Mr John Major, prime minister, decided against seeking the resignations of the two senior ministers most criticised, Mr William Waldegrave, Treasury chief secretary and Sir Nicholas Lyell, attorney-general. Mr Major decided to retain their services "without doubt and without hesitation", said a Downing Street official. However, the opposition Labour party and the Liberal Democrats will in the coming days mount a campaign to have them removed. Sir Richard Scott's report says the government "designated" misled parliament and the public that "a stricter policy towards non-lethal defence exports and dual-use exports to Iraq was being applied than was in fact the case". Sir Richard also mounts a sustained attack on the culture of secrecy in Whitehall and the government, saying the "government attitude to disclosure was throughout consistently grudging". The report also says the legal view of the attorney-general, which persuaded him to withhold documents from the trial of Matrix Churchill executives in 1992, was "unsound". The government's publicity machine went into overdrive in an effort to prove ministers had been exonerated with a barrage of press releases and ministerial statements. In the first round of what is likely to be a lengthy battle between the parties, Mr Ian Lang, trade and industry secretary, made a vitriolic attack on Mr Robin Cook, the shadow foreign secretary, accusing him of defaming Tory ministers. Mr Cook should "seek to make a personal statement and apologise to the House or resign", Mr Lang said. After spending three hours studying the report in a guarded government office, Mr Cook said the report "weighs the standard of integrity in our government



Bangladeshis wait to cast their ballots in Dhaka. Voters stayed away in droves from the country's parliamentary elections yesterday, observing an opposition boycott or frightened by violence that killed at least 6 people, witnesses and officials said. Digest, Page 4

Yeltsin unveils bid to hold presidency

The Russian leader said he had found "money, physical money" to clear the wage debt and sought to underscore the sincerity of his pledge by telling his audience of nearly 1,500: "I have tied a noose around my own neck. I have nowhere to turn." Other drastic announcements included a vow to end the war in Chechnya within months, and an off-the-cuff attack on Turkey. "The Turks have always threatened us, now they are helping

revenge," Mr Yeltsin said. But his efforts to present himself as the only safe harbour in a sea of political extremes was marred by embarrassing diversions from his prepared text. The president's most expensive digression was an apparently impromptu promise to pay Russia's Rbl3,000bn (\$2.8bn) mountain of wage arrears within the next month and, after that, to pay all wages throughout the country on time.

"Russia is again at a crossroads. The extreme right is for a continuation of reform no matter what the cost. The extreme left is for the destruction of everything that has been accomplished, under the banner of socialist

By contrast, Mr Zyuganov delivered a bland address at the Communist conference in Moscow which confirmed him as the candidate of a united coalition of leftwing parties. Mr Vitaly Mikhailov, minister for atomic energy, who accompanied Mr Yeltsin, provided his own touch of drama when he said

Wallenberg to float half of Scania trucks for SKr30bn

Sweden's Wallenberg industrial empire yesterday announced it would float 50 per cent of Scania, one of the world's leading truck-makers, next month in New York and Stockholm, at an expected value of about SKr30bn (\$4.3bn). The initial public offering (IPO), managed by Morgan Stanley, Euskilda and SBC Warburg, is believed to be the biggest of its kind. In addition to the IPO, investor, the main Wallenberg investment vehicle which wholly owns Scania, is to offer its shareholders a further 20 per cent stake in the truckmaker in the form of warrants, which give the right to purchase Scania stock at the IPO price. The move marks a further stage in efforts by the Wallenberg sphere to maximise the value of its extensive blue-chip holdings and concentrate its resources on growth-orientated investments to balance its focus on cyclical industries. Mr Claes Dahlbäck, investor's

chief executive, said an upturn in cyclical shares had convinced him the time was right to launch the Scania issue, despite a recent fall in demand in world truck markets. Investor first said it would float Scania a year ago but spurned the chance to cash in on a market boom in mid-year because the company was bringing out a new range of trucks. Mr Dahlbäck insisted the offering would be a success. "There is a lot of money in the institutions which are interested in this type of offering, especially in the US," he said. Mr Dahlbäck said the proceeds would be used to reduce investor's net borrowings, which stood at SKr3.3bn at the end of 1995, up from SKr3.8bn at the end of 1994. They would also be used to make "new, but limited, investments in growth industries". Investor itself announced profits in 1995 of SKr4.7bn, up from SKr3.5bn in 1994. Yesterday its shares fell SKr3.50 to close at SKr240.50. It proposed an ordinary dividend of SKr8.00 per share, and a special cash dividend to be issued in conjunction with the Scania warrants of SKr20.00 a share. Keeping up momentum, Page 14

FT-IT Recruitment

Today's FT features our weekly section advertising senior jobs in the world of information technology. See section IV.

For recruitment every Friday. Also available on the World Wide Web at FT.com

| STOCK MARKET INDICES | | GOLD | |
|-----------------------|-------------------|---------------------|------------------|
| New York last close | | New York Close | |
| Dow Jones Ind Av | 5,573.85 (-6.5) | Apr 1 | 406.7 (408.9) |
| NASDAQ Composite | 1,091.47 (-6.3) | London close | 340.0 (402.8) |
| Euro Stoxx 50 | 1,884.21 (-1.8) | | |
| FTSE 100 | 2,508.89 (-3.8) | DOLLAR | |
| Nikkei | 20,966.19 (-57.4) | New York last close | |
| | | £ | 1.5285 |
| | | DM | 1.6715 |
| | | FF | 5.0545 |
| | | Sfr | 1.1975 |
| | | Y | 169.865 |
| OTHER RATES | | | |
| UK 3-mo Interbank | 6.75% (6.5%) | London | |
| UK 10 yr GR | 5.95% (5.7%) | £ | 1.5377 (1.5385) |
| France 10 yr DTF | 104.65 (104.52) | DM | 1.4713 (1.4692) |
| Germany 10 yr Bund | 98.58 (98.54) | FF | 5.0683 (5.0639) |
| Japan 10 yr JGB | 110.536 (111.067) | Sfr | 1.2001 (1.1993) |
| | | Y | 108.11 (108.805) |
| NORTH SEA OIL (Argus) | | STERLING | |
| Brent 15-day (Mar) | \$17.85 (17.7) | DM | 2.2623 (2.2809) |
| | | Tokyo close | ¥ 105.25 |

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FEBRUARY 1996

Zyuganov fails to excite

With sparse applause and little pomp, just 208 greying delegates from the reborn Russian Communist party yesterday confirmed Mr Gennady Zyuganov as their candidate to win back power in June's presidential elections.

Outside the small, jammed hall in central Moscow, a few party faithful hawked books on Stalin and the western conspiracy to weaken Russia. Inside, the Communist mini-convention revealed a party embittered by history and unreconciled even to the political rules by which it intends to play as older delegates blended Communist economic rhetoric, messianic appeals and straight xenophobia.

The mood was surprisingly subdued. "They've killed the Russian soul," said a retired army general who asked for a moment of silence to mark the seventh anniversary of the Soviet military's withdrawal from Afghanistan. "And who is to blame? All the people who sit on the benches of power."

The "Great Patriotic War", used by generations of Moscow leaders to legitimise their hold over an expanded Soviet Union and central Europe after 1945, was frequently evoked.

New evils were warmly criticised too - corruption, Nato, the war in Chechnya, and the southern Moslem threat. Mr Yeltsin came in for the harshest rebukes - one delegate warned that President Boris

Yeltsin would use a \$9bn International Monetary Fund loan to buy votes.

Delegates denounced the October 1993 coup and ensuing constitution - casting doubt on the legitimacy of the office Mr Zyuganov wants to gain.

A younger party leader from

Matthew Kaminski on the subdued mood of Russia's Communists

Krasnovarsk expressed the fear among many delegates that others like Mr Vladimir Zhirinovskiy, the nationalist, might profit from popular discontent with the current situation and capture protest votes.

Mr Zyuganov was opaque. He played to neither the western nor the hardline Russian audience. His acceptance address, delivered in the heavy prose reminiscent of Brezhnev-era party congresses, committed the Communists to do little in power except support a "mixed economy", improved social security and higher investment in industry.

After the address and a pro forma vote on the nomination, applause lasted barely 10 seconds and no one stood. The delegates emphasised the fight was just starting.



Gennady Zyuganov at the Communist party conference

Yeltsin touches on the surreal

By Christia Friesland in Ekaterinburg

Snow was magically cleared from the streets, hand-picked groups of loyal supporters were carefully assembled and pretty girls offered bouquets of flowers yesterday as Russian President Boris Yeltsin made a whirlwind tour of Ekaterinburg, his home town in Russia's industrial heartland.

But if the city gave its most famous son a Tsar's welcome, Mr Yeltsin long-awaited speech announcing his re-election bid suggested that Russia's modern emperor has no clothes.

Mr Yeltsin forgot his host's name, belittled four western heads of state, and made an

off-the-cuff spending pledge that could cost \$2.8bn over the next two weeks - all before he remembered to announce his candidacy in June's presidential elections.

When he could be bothered to read it, Mr Yeltsin's official statement suggested he hopes to position himself as the only presidential candidate offering a safe, centrist balance between radical market reformers and revanchist communists.

A carefully selected audience of local notables sometimes could not contain their laughter as Mr Yeltsin told them the International Monetary Fund had begun to have second thoughts about a \$9bn loan to Russia after he reshuffled his

cabinet replacing reformers with Soviet-era hardliners.

"It was necessary to switch on Clinton, and Chirac and Helmut Kohl and Major," Mr Yeltsin said. "They told the IMF, 'Stop playing around with Russia.' And now we have an agreement."

The political gaffes were compounded by digressions which were almost surreal. For example, Mr Yeltsin devoted several minutes to a detailed discussion of the plight of "young, attractive girls" working at Konf, a confectionery factory the president visited yesterday morning.

He was distressed that many were unmarried and had few male co-workers upon whom to

set their sights. He had an answer: an alliance with a local military academy.

His concern for the working girls of Ekaterinburg was matched by his off-hand approach to officials in his government. On several occasions he turned to the powerful regional governor and gave him abrupt orders: sack this factory director tomorrow, resolve this local environmental problem by July.

Today, wherever he goes and no matter what he says, Mr Yeltsin enjoys streets swept clear of snow and dutifully applauding audiences, but four months from now Mr Yeltsin must face the verdict of more than 100m Russian voters.

Polish referendum likely to generate many more questions than it answers

Parties in disarray over privatisation

By Christopher Bobinski in Warsaw and Anthony Robinson in London

REFERENDUM QUESTIONS

1. Are you in favour of the general enfranchisement of the population?
2. Do you support the fulfilment of treasury commitments to pensioners and state employees from privatised state assets?
3. Do you support the use of privatised state assets to capitalise pension funds?
4. Do you think the value of National Investment Fund coupons should be increased by the addition of further companies to the mass privatisation programme?
5. Do you think the enfranchisement programme should include privatisation coupons?

Poland's privatisation programme returns to the centre of the political arena this weekend when Poles vote in a referendum on privatisation. The referendum, called by the Senate at the request of the Solidarity trade union and the rightwing opposition, follows the reconfirmation of Mr Wieslaw Kaczmarek as privatisation minister in the new government headed by Mr Wlodzimierz Cimoszewicz and the speeding up of the pace of privatisation in recent months.

Solidarity openly refers to the referendum as the first step in a campaign to weaken the leftwing coalition government and force early elections, but it and other opponents of the government's privatisation programme face an uphill struggle.

The referendum is unlikely to do more than increase already widespread confusion over the merits of privatisation, and widespread incomprehension and apathy has prompted doubts about whether the referendum will achieve the 50 per cent turnout needed to make Poland's first free national referendum legally binding.

Part of the problem is the vagueness of the questions. The main one asks whether people are in favour of "uwłaszczenie", which translates as a mixture of empowerment and return of property. Those voting "yes" to this question will essentially be backing Solidarity's demand for remaining state assets to be given to in equal shares to all adult Poles.

The ruling Left Democratic Alliance (SLD) government has added other questions which would help salvage existing programmes.

Solidarity argues that the sale of shares to strategic investors, public share offers and employee buyouts is now mainly helping the former

communist nomenklatura take over the economy.

The World Bank and EBRD-backed Mass Privatisation Programme (MPP), which was originally prepared by Solidarity-backed governments in 1991, has come in for intense criticism as a vehicle for handing assets over to foreign owners.

The Catholic Church has joined critics of the MPP, which involves the distribution of 512 state sector companies to 15 National Investment Funds (NIF) managed by local and foreign managers, including Kleinwort Benson, BZW and Creditanstalt of Austria. Shares in the NIFs are on sale to all adult Poles for a nominal 20 zlotys (\$7.85); 6m of the 28m entitled to buy have done so since November, the rest have eight months to decide whether to participate.

A big question mark hangs over the value of the assets still publicly owned. The government's main concern is that the value of assets still in state hands - between 75bn and 130bn zlotys - would not cover Solidarity's suggested use for them or the wider expectations generated by Solidarity's campaign. Solidarity argues that

state assets, including land and houses, are worth 10 times more than the government says.

The Freedom Union, the main moderate opposition group in parliament, has called on supporters to approve an extension of the MPP scheme which would add to the number of companies professionally managed by the NIFs.

Confusingly, this aligns it with the SLD on this aspect of the referendum, while the xenophobic Polish Peasant party (PSL), the SLD's junior coalition partner, opposes any extension and has in effect aligned itself with Solidarity's criticism of the MPP.

Meanwhile, the big conventional privatisations now in the pipeline, such as sale of a majority stake in the state-owned telephone company and partial disposal of profitable assets such as the Miedz copper company, are likely to go ahead without interruption, and a proportion of the proceeds are likely to end up in the hands of the new pension funds which the government intends to set up as a crucial element in its reform of the social security system.

Prague seeks to annul steel plant sale

By Vincent Boland in Prague

The Czech government will try to annul the sale of one of the country's biggest steel plants to a prominent businessman after protracted talks this week failed to secure its financial viability.

The National Property Fund, the state holding company, said yesterday it would ask the courts to declare invalid a 1995 tender under which 55 per cent of the Poldi Ozel steel plant was sold to the businessman, Mr Vladimir Stehlik.

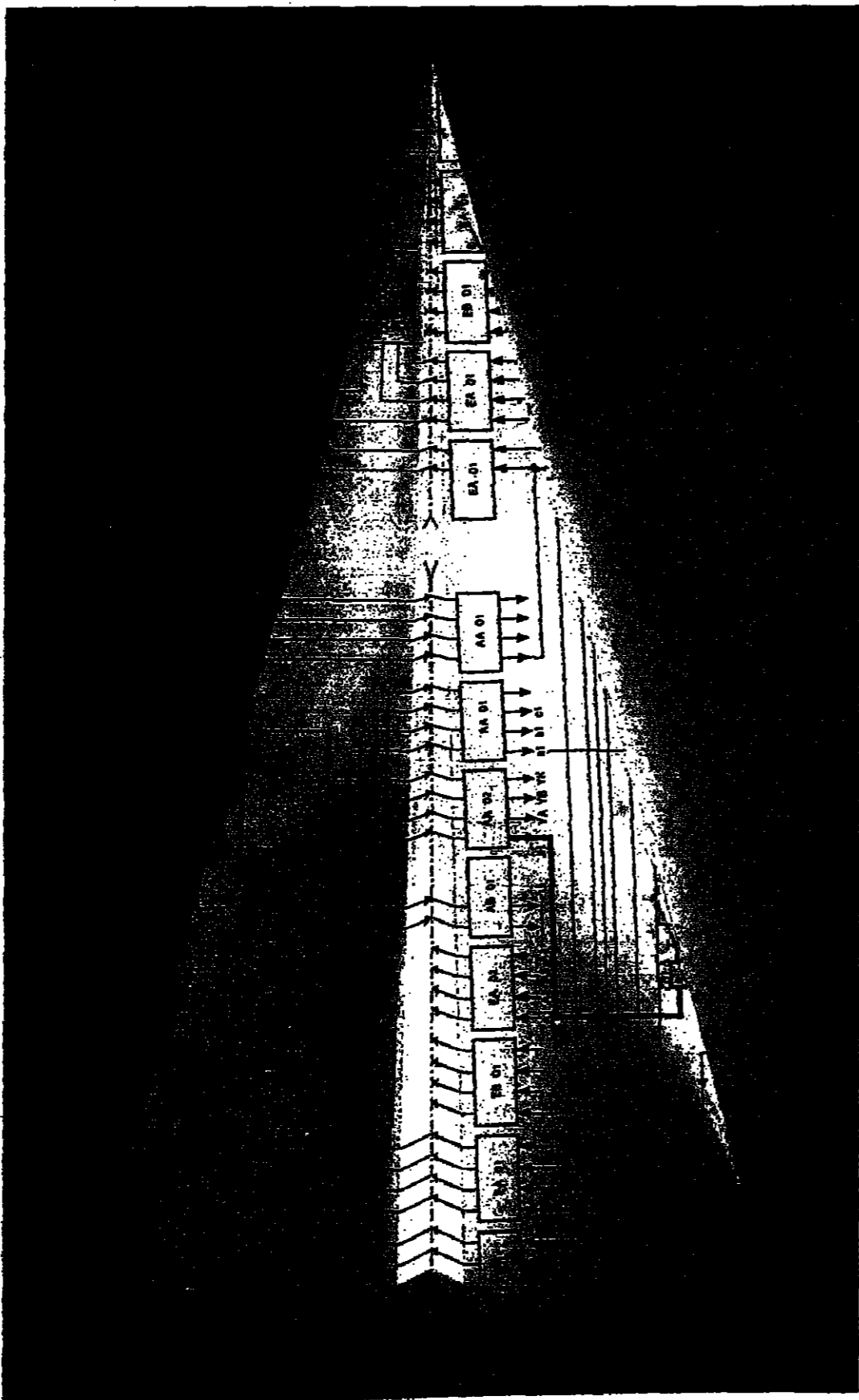
Its decision follows Mr Stehlik's refusal to consider any rescue attempt for Poldi that would have diluted his majority stake or threatened his position as the plant's chief executive. The plant, which employs 6,000 in Kladno, north of Prague, has debts estimated at Kcs3.8bn (\$91.6m) incurred since he bought his stake.

Mr Stehlik had earlier rebuffed a rescue attempt by the engineering group Skoda to save Poldi because it would have meant cutting his stake to 49 per cent and introducing new managers. Skoda would have acquired another 49 per cent, while Poldi's main creditor, Komerční banka, would have taken 2 per cent.

After those talks broke down, Prime Minister Vaclav Klaus said the government, facing a general election in just over three months, would take "uncompromising" measures to deal with the crisis.

Mr Stehlik paid Kcibm for his stake in Poldi in 1993 through his private company, Bohemia Art. Earlier this year, he failed to meet a deadline for payment of Kcs750m for an extra 11 per cent, sparking a row with the National Property Fund, which owns most of the shares in the plant not held by Mr Stehlik's company.

If the original tender is revoked, Poldi will revert to state ownership. It is the biggest troubled Czech privatisation yet; there seems little hope it could be privatised again without restructure.



Can you simplify the global exchange of technology?

When Thailand legislated that industrial electricity users had to supply their own substations, the local economy didn't have the know-how. ABB

reacted with a swift hands-on transfer of technology. A "Tiger Team" of technicians flew in from Scandinavia and Saudi Arabia,

to share skills and experience with Thai engineers, and handled the first project for the Thai Plastic Company. Next, ABB started

local assembly and manufacture of switchgear, creating a whole new local industry. The "Tiger Team" remains involved in

information exchange, but now the students are teachers too.

As a leader in electrical engineering for the generation, transmission and distribution of power, and in industry and

transportation, ABB is committed to industrial and ecological efficiency worldwide. We transfer know-how across borders with

ease. But in each country, ABB operations are local and flexible. That means we are close at hand to help our customers respond

swiftly and surely to technological challenges which stretch the limits of the possible. Like promoting a local economy to the

head of world class technology.



Anti-smokers' court hopes are re-ignited

Anti-tobacco campaigners have got US cigarette makers on the run, judging from the note of triumphalism heard since they were joined by Mr Jeffrey Wigand, the tobacco industry's highest-ranking defector.

Lawyers for anti-tobacco plaintiffs say Mr Wigand's accusations against his former employers have transformed the outlook for litigation against cigarette makers by putting the tobacco industry, rather than the plaintiffs, into the dock.

US cigarette makers earn \$45bn a year in retail sales. But in four decades of lawsuits against the industry, no cigarette manufacturer has paid out a cent in damages. This is because juries have taken the view that everyone knows the risks associated with smoking and accepts them when they choose to smoke.

Among other things, Mr Wigand, the former head of research at Brown & Williamson Tobacco, the US arm of Britain's BAT Industries, said his former employers had long known that the nicotine in tobacco was an addictive drug even when they made public statements to the contrary.

Mr Richard Daynard, chairman of the tobacco products liability project at Boston's Northeastern University, is one member of the anti-tobacco lobby who thinks Mr Wigand's accusations will change the outlook of juries in future trials.

"Juries can look at a case in one of two ways," Mr Daynard says. "They can look at it as they have in the past, as a trial of the plaintiff - shouldn't he have tried harder to quit, shouldn't he have responded to the health information, and so forth - or they can look at it as a trial of the defendant."

"I think what Jeffrey Wigand has to say, both in terms of the attitudes that juries bring into the case as well in terms of his testimony, will make the jury quite angry with the tobacco companies and get them to think about this in terms of what the companies have done rather than what the smoker has done."

Mr Wigand is easily the most important whistle-blower to have crossed to the other side. His accusations against his former employers, made most recently in the CBS News television programme "60 Minutes", have attracted extensive and largely sympathetic coverage in the US media.

Mr Wigand further accused Brown & Williamson of manipulating and adjusting the nicotine "fix" in cigarettes, not by artificially adding nicotine, but by enhancing its effects through the use of chemical additives such as ammonia.

He also claimed that Brown & Williamson, fearful of lawsuits, had frustrated his efforts to develop a safer cigarette because this would imply that the company's other products were unsafe.

Richard Tomkins

GM may lease its electric cars

By Heig Simonian in London and Christopher Parkes in Houston

General Motors, the biggest US carmaker, is poised to lease rather than sell its pioneering EV1 electric vehicle, in a decision reflecting the industry's concern about the commercial appeal of electric cars.

The company, which has invested more than \$350m in electric vehicles, said in January that it would start building the EV1 later this year for sale in California and Arizona. GM indicated the car would sell for around \$35,000.

GM is the most active of the "big three" in developing electric cars. Last year it conducted a big test programme for the Impact, the EV1's predecessor, with the public.

GM's decision to lease the EV1 demonstrates the continuing uncertainties among carmakers about electric vehicles, in spite of efforts by environmentalists and legislators in some states to pass laws favouring alternatives to the internal combustion engine.

GM's decision to go ahead with the EV1, a sleek coupé with an urban range of 70 miles, followed talks last year between motor and oil industry representatives and California's air pollution author-

ties on whether carmakers should be obliged to sell a fixed proportion of non-polluting "zero-emission" vehicles in the state.

Leading carmakers have criticised quotas for electric cars because they say battery technology has not advanced enough for them to be commercially viable.

Ms Helen Petruskas, Ford's vice president for environmental and safety engineering, told an oil industry conference this week the prospect of a "realistic" electric car with the capabilities and appeal of conventional vehicles seemed to be retreating.

She said the chances of "hybrid" cars, powered by, say, batteries and a small internal combustion engine, appeared brighter. But even that view was blurred by current lack of technological insight into potential problems, she said.

It was "highly unlikely" the world would see an electric vehicle functionally interchangeable with a traditional car in the next decade. If and when an acceptable electric car appeared, sales would also be dim, she told the 15th annual executive conference organised by Massachusetts-based Cambridge Energy Research Associates.

Buchanan aide forced to quit

By Patti Waldmeir in Washington

A co-chairman of Mr Pat Buchanan's campaign for the US presidency was forced to step aside yesterday amid controversy over his links with white supremacist and right-wing militia groups.

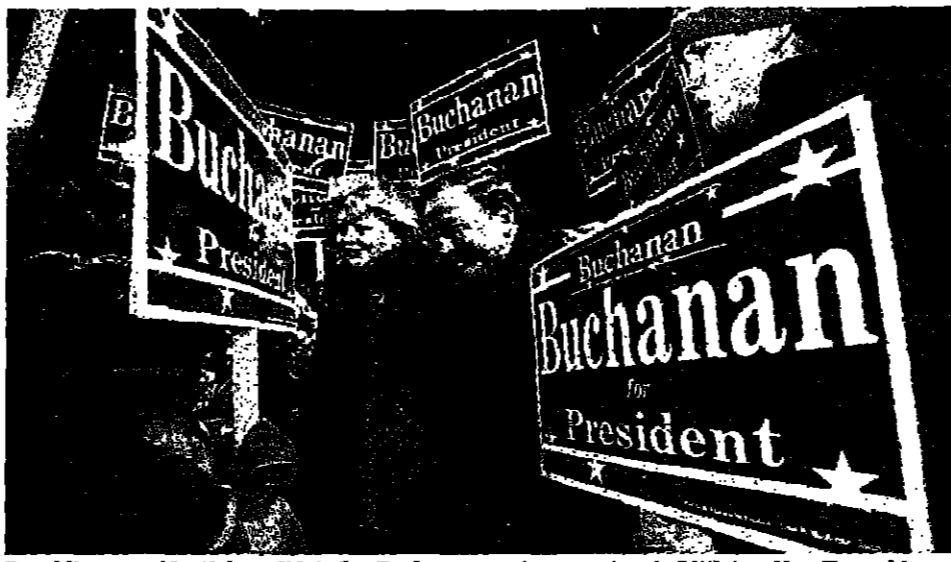
The controversy over the extreme views of Mr Larry Pratt, who took leave of absence from the campaign, highlights the main obstacle to Mr Buchanan's presidential ambitions: that he may be too radical to attract support from moderate Republicans.

Senator Bob Dole, the Republican frontrunner, was poised yesterday to capitalise on the conservative commentator's campaign setback. Mr Dole had already been running television advertisements in New Hampshire saying Mr Buchanan, his closest challenger to date, was "too extreme" to be president. Mr Dole has said he must win next week's New Hampshire primary in order to make a successful bid for the White House.

Two New Hampshire opinion polls, published before Mr Pratt's leave of absence was announced, showed Mr Dole in a statistical dead heat with Mr Buchanan ahead of the Tuesday primary.

The polls showed that the result of Monday's Iowa caucuses appeared to have had a big impact on voter opinion in New Hampshire. A Boston Herald poll placed the candidates in the same order as the Iowa finish: Mr Dole with 23 per cent support, down 8 per cent since his disappointing caucus performance.

Mr Buchanan showed 22 per cent support, up 9 percentage points from his surprisingly strong second in Iowa. Mr Lamar Alexander, the former Tennessee governor who came



Republican presidential candidate Pat Buchanan greets supporters in Littleton, New Hampshire. Recent polls show him level with Senator Bob Dole as the state's February 20 primary looms.

from behind to register a convincing third in Iowa, also rose to third in New Hampshire, with 19 per cent support. Mr Steve Forbes, the multi-millionaire publisher, who stumbled seriously in Iowa, saw his support in New Hampshire plummet by 10 points to a fourth-place 13 per cent. Ahead of the midwestern state's caucuses, Mr Forbes had been ahead of Mr Dole in some New Hampshire polls.

Mr Buchanan said yesterday that his campaign co-chairman would pull out in order to rebut charges about his alleged associations. He said the charges were false, but that they could be a distraction from his campaign.

The report, by the Centre for Public Integrity, which focuses on ethics in government, said Mr Pratt, head of the Gun Owners of America, had appeared as a featured speaker at meetings organised by white supremacists.

Factory orders in US rebound in December

By Michael Prowse in Washington

US factory orders rebounded in December, suggesting the economy may not have been as weak as feared last year, the Commerce Department said yesterday.

However, more recent data on labour markets indicated that the economy remained sluggish early this month.

Factory orders rose 1.3 per cent in December, more than twice the gain expected on Wall Street. However, this followed declines of 0.1 per cent in November and 0.6 per cent in October. Orders for 1995 as a whole were up 6.7 per cent from 1994.

The data suggest that "capital goods spending in the fourth quarter was stronger than most analysts had anticipated", said economists at Merrill Lynch in New York. However, they added that the strength did not look sustainable in the early part of this year. The orders increase reflected a sharp rise in aircraft orders, which are highly

volatile on a monthly basis. Orders for industrial machinery dropped 2.2 per cent in December, following a 2 per cent increase in November. Excluding aircraft, orders dropped 0.5 per cent in November and rose 0.6 per cent in December.

Separate figures yesterday showed a sharp increase in

The economy may not have been as weak as feared late last year

claims for state unemployment insurance in the week ending February 10. Claims rose 21,000 to 387,000 - a larger than expected increase.

Averaged over four weeks, claims rose to 389,000, the highest in four years.

The weak data on jobless claims point to soft labour markets and sluggish growth early this year.



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INTERNATIONAL COMPANIES AND FINANCE

Cap Gemini Sogeti returns to black with FFr52m

By David Buchan
in Paris

Cap Gemini Sogeti, a leading French information technology services group, returned to the black last year with a net group profit of FFr52m (10.3bn), following a FFr54m deficit in 1994 and losses in the two previous years.

Yesterday's figures follow the recent plan to reorganise and simplify

ownership of the group, chiefly involving a merger with its Sogeti holding company.

Daimler-Benz will take a 26 per cent stake in the merged company while Mr Serge Kampf, the group's founder, and other company managers, will hold 20 per cent.

Mr Geoff Unwin, CGS managing director for operations, said yesterday that with a more "open and understandable capital structure", due to be

sealed later this spring, and with Daimler-Benz having at last "clarified" its strategy, it was now possible for the group to embark on strategic discussions with new partners.

Mr Unwin cited recent discussions he and Daimler-Benz had held with Mr Bill Gates, the head of Microsoft, which had resulted in a co-operation agreement through which the German conglomerate will use the US company's technology in its products.

CGS said turnover rose 11.3 per cent last year to FFr11.3bn, against FFr10.17bn in 1994, with particularly strong growth, of 24 per cent, in telecommunications, of 21 per cent in financial services, and 19 per cent in transport and tourism.

Mr Unwin said prospects were particularly good in Asia, where CGS was "in negotiation with the information technology subsidiary of one of the biggest Japanese conglomerates"

and where the group intended to focus most of its effort and investment.

However, Mr Unwin said he was "generally averse to further acquisitions", preferring partnerships instead.

He added that the group intended to sell its one third minority stake in Cisi, the loss-making French information technology concern.

Brazil's private steel industry confident of its mettle

End of state ownership has brought about a remarkable transformation, reports Johnathan Wheatley

Choosing the steel industry to kick off Brazil's privatisation programme was a courageous but eminently winnable bet. Courageous, because of union and public opposition to a process that many suspected would lead to big job losses. Winnable, because the eighth-biggest steel industry in the world was so run down after decades of parsimonious, bureaucratic mismanagement that any change could only be for the better.

Less than three years after Brazil's six big steel companies moved into the private sector, the industry has been transformed. Loss has turned to profit, productivity has shot up, and the industry is taking full advantage of its new freedom to invest, despite last year's downturn in the economy.

"The industry suffered when consumer spending cooled in the second half of last year," says Mr Wilson Brumer, president of Acesita, Latin America's only producer of stainless steel. "But we are determined not to slow down our investment programme. We need to keep on investing to improve our costs and the quality of our products."

Until its privatisation at the end of 1992, investment at Acesita was an "inadequate" \$20m-\$30m a year, says Mr Brumer. One of the first acts of its new management was to approve a spending programme of \$415m for 1994-97, designed to modernise the plant and raise stainless steel production from 120,000 tons a year to 290,000 tons.

The rest of the industry is just as determined. The Brazilian Steel Institute (IBS) says

the industry spent \$1.7bn on modernisation in 1994 and 1995, with a further \$5.5bn earmarked to the end of the century - more than any other sector of the Brazilian economy, according to the IBS.

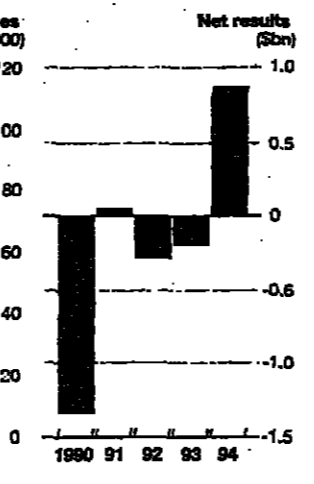
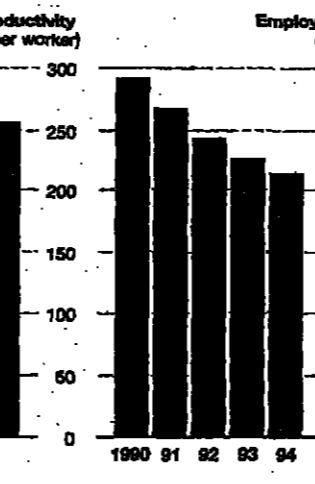
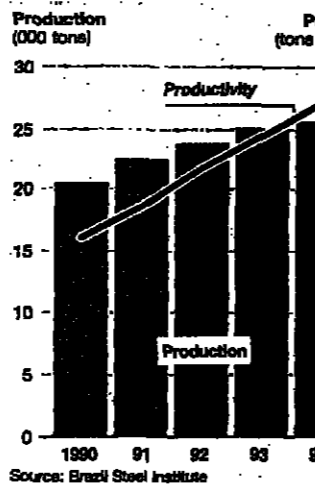
There is reason for optimism. Brazil is rich in iron ore and other raw materials, and most producers have good access to cheap power and transport. The industry competes strongly on all the world's leading markets. At home, where profits are bigger, there are big markets in construction, food packaging and, especially, the automobile industry. The boom in vehicle production, from 865,000 units in 1994 to 1.7m last year and a projected 3m by the end of the decade, guarantees a steady market.

The auto industry has also entered a series of partnerships with steel makers. Typical of these is Usiminas' announcement this month that it will deliver ready-stamped instead of flat steel to Fiat, one of its biggest customers, from a new production unit whose cost will be shared by the two companies. Acesita, a maker of semi-finished steel, is hopeful that the Fiat subsidiary Iveco will build a new truck plant on land it has offered free on a site next to its plant.

Some of the capital for investment comes from companies themselves, some from Brazil's national development bank. But the industry can also turn to international capital markets - unthinkable before privatisation.

The most recent such operation was concluded in January by Acesita, which raised \$200m in an export securitisation programme. This was the

Brazil's steel industry



biggest of its kind by a Brazilian company and the first in the industry.

Mr Fernando Barbosa, finance director, says the money will be used to pay off expensive short-term local debt at interest of 50 per cent a year, replacing it with a new loan at annual interest of 9 to 9.5 per cent over five years - high by international standards, but a bargain in Brazil. The operation will save Acesita \$50m in financial expenses this year alone, money, says Mr Barbosa, that will be used on investments to improve efficiency.

The company's next initiative will be a public share offer. The size of the offer depends on the outcome of a study commissioned recently from NKK, the Japanese steel maker, and Beddows & Company, the US steel consultant, which will recommend investments to increase productivity

and competitiveness. The industry's new access to investment capital is a result of the impressive turnaround in profitability after privatisation. Under state control, companies had little say in prices and employment levels; far from making money, the industry swallowed government subsidies of \$26m in 60 years.

Privatisation produced immediate results. Acesita lost \$38m in 1992, its final year under public ownership. In 1993 it recorded profits of \$31m and in 1994, \$120m. Usiminas, which led the privatisation programme because it was the only one of the big six already making money, saw earnings rise from \$68m in 1991, when it was sold, to \$423m in 1994.

Productivity also increased dramatically. In the industry as a whole, output was 158 tons per worker in 1990; last year,

AMERICAS NEWS DIGEST

Bell Atlantic sues AT&T for \$3.5bn

Bell Atlantic and switch maker DSC Communications have filed a \$3.5bn lawsuit against AT&T for alleged anti-competitive practices.

The suit, filed in federal court for the Eastern District of Texas, alleges that AT&T has refused for years to build equipment that regional telephone companies could easily mix with products from other manufacturers. It accuses AT&T of hampering Bell Atlantic's ability to offer network services that would compete with AT&T.

AT&T's equipment arm has been renamed Lucent Technologies ahead of a planned initial public offering later this year.

AT&T shares fell 3% to \$67 in early trading, while Bell Atlantic was down 3% at \$71 in a broadly higher market.

APX News, Texas

BCH sells Puerto Rico unit

Spain's Banco Santander has reinforced its position as the main foreign banking group in Puerto Rico by buying an offshoot of the rival Spanish group Banco Central Hispanoamericano for US\$390m. The unit, known up to now as Banco Central Hispano Puerto Rico, has 13 branches and assets of \$2.3bn, and was one of BCH's principal operations abroad.

BCH, which also has an offshore wholesale banking subsidiary in Puerto Rico, said the deal was part of a reorganisation of its interests in Latin America. These would now concentrate principally on a joint venture with the Chilean Lukic group, O'Higgins-Central Hispano, which recently made a successful takeover bid for a Peruvian bank, Banco del Sur del Peru.

BCH said the Puerto Rico deal would enable it to channel more resources into what it described as "markets with large growth potential and very profitable banking margins".

Banco Santander said the acquisition would increase its market share in Puerto Rico from 15 per cent to 18 per cent, with a total of 84 branches and combined assets of \$9.3bn. The deal follows previous purchases on the island in 1989 and 1990.

David White, Madrid

Westburne stake on public offer

France's Lyonnaise des Eaux is selling most of its 56.1 per cent controlling interest in Westburne, one of North America's biggest plumbing, heating, electrical and refrigeration wholesalers, via a public offer worth about C\$155m (US\$112.5m).

Lyonnaise, through two Canadian subsidiaries, will sell 14.8m units of Westburne to an underwriting group led by Levesque Beaubien Geoffrion and Nesbitt Burns for re-offer to the public in Canada.

Each unit comprises one Westburne common share and one half a warrant being offered at C\$10.50 per unit. One warrant entitles the holder to buy one Westburne share from Lyonnaise's holdings at C\$11.50 up to March 31 1998. The issue can be increased by 670,000 units depending on demand. Westburne shares closed in the market on Wednesday at C\$10.25. Lyonnaise's holdings through the two Canadian subsidiaries will be reduced to 2.7 per cent, though the French parent will retain a small direct holding.

Lyonnaise inherited the Westburne business when it merged with Dumez, the French construction company, almost a decade ago. Dumez holds two large construction management contracts in Eastern Canada and Lyonnaise wants to enter the North American water management industry.

Robert Gibbens, Montreal

All of these securities having been sold, this announcement appears as a matter of record only.

February 1996

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This tranche was offered outside the United States and Canada.

2,875,000 Shares

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Pennsylvania Merchant Group Ltd

Raymond James & Associates, Inc.

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Southcoast Capital
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This tranche was offered in the United States and Canada.

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February, 1996



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INTERNATIONAL COMPANIES AND FINANCE

Notice of Redemption To the Holders of Amoco Company 9% Debentures Due 2016

Issued under an Indenture dated as of November 1, 1982 between Standard Oil Company (Indiana) and Chemical Bank, Trustee, as amended, restated and supplemented by a First Supplemental Indenture dated as of August 15, 1985 among Amoco Company (the "Company"), Amoco Corporation ("Guarantor") and Chemical Bank, Trustee and as amended and supplemented by a Second Supplemental Indenture dated as of February 15, 1986 among the Company, Guarantor and Chemical Bank, Trustee.

NOTICE IS HEREBY GIVEN that pursuant to the provisions of Section 3.02 of Article Three of the above-mentioned First Supplemental Indenture, the Company will exercise its option to redeem all of its 9% Debentures Due 2016 ("Debentures") on March 21, 1996, at a redemption price of 105.0% of the principal amount thereof together with accrued interest to March 21, 1996. Payment of interest on March 20, 1996 will be made in the usual manner. Coupons maturing on March 20, 1996 appertaining to the Debentures in bearer form should be detached and presented for payment in the usual manner.

The payment of principal, premium, and accrued interest to March 21, 1996 will be paid, by Chemical Bank, upon presentation and surrender of the Debentures in registered form at the office of Chemical Bank, as follows:

| | | |
|---|--|---|
| By Mail: | By Hand: | By Courier: |
| Chemical Bank c/o Texas Commerce Bank Corporate Trust Services P.O. Box 213052 Dallas, Texas 75221-0052 | Chemical Bank Corporate Trust Securities Window 55 Water Street, 2nd Floor Room 234-North Building New York, New York 10047 | Chemical Bank c/o Texas Commerce Bank Corporate Trust Services 1201 Main Street, 18th Floor Dallas, Texas 75202 |

The payment of principal, premium, and accrued interest to March 21, 1996 will be paid upon presentation and surrender of the Debentures in bearer form with the March 20, 1997 and subsequent coupons attached at the following offices:

| | | |
|---|---|---|
| Chemical Bank Trinity Tower 9 Thomas More Street London E1 9YT Attn: Corporate Agency Department | Chemical Bank A.G. Umenstrasse 30 6000 Frankfurt am Main 17 Germany | Chemical Bank Tour Gas 16 Place de l'Iris 92082 La Defense 2 Paris |
|---|---|---|

| | |
|--|---|
| Union Bank of Switzerland 45 Bahnerstrasse 8021 Zurich Switzerland | Kredietbank N.V. 43 Boulevard Royal Luxembourg |
|--|---|

The method of delivery is at the option and risk of the holder. From and after March 21, 1996, interest on the Debentures will cease to accrue.

AMOCO COMPANY
By: Chemical Bank as Trustee



Dated: February 16, 1996

Under the Interest and Dividend Tax Compliance Act of 1983, the Company may be required to withhold 31% of any gross payments made to certain holders who fail to provide the Company with, and certify under penalties of perjury, a correct taxpayer identifying number (employer identification number or Social Security number, as appropriate) or an exemption certificate on or before the date the securities are presented for payment. Please therefore provide the appropriate certification when presenting your Debentures for payment.

These CUSIP and ISIN numbers have been assigned to this issue by an organization not affiliated with the Trustee and are included solely for the convenience of the securityholders. Neither the Company nor the Guarantor nor the Trustee shall be responsible for the selection or use of the CUSIP and ISIN numbers, nor is any representation made as to their correctness on the securities or as indicated in this redemption notice.

REPUBLIC OF GHANA



Privatization of Ghana Telecom and Sale of Second National Operating License

The Government of Ghana, as part of its telecommunications sector reform program, announces the commencement of a competitive process to select eligible companies or consortia interested in the following two investment opportunities.

(I) the acquisition of a strategic equity interest of up to 30% and management control of Ghana Telecom ("GT"), the state-owned national telecommunications operator of Ghana; and

(II) the purchase of a Second National Operating License ("SNO") for the provision of fixed telecommunications services nationwide.

Prospective investors are asked to submit expressions of interest in order to receive a Preliminary Information Memorandum ("PIM") which includes an initial summary description of GT and the SNO, information on Ghana as well as an overview of the qualification and bidding process.

The Government of Ghana, acting through the Ministry of Transport and Communications, has engaged CS First Boston Corporation and Ecobank Ghana Limited to act as its exclusive financial advisors in all aspects of this selection and sale process. Expressions of interest should be submitted to either Mr. Adebayo Alade-Loba, CS First Boston Corporation or K.J. Nyarko, Ecobank Ghana Limited, at the respective addresses below, by no later than March 1, 1996. Inquiries may be directed to any of the following representatives:

| | | | |
|---|---|--|---|
| Africa Ecobank Ghana Limited Attn: K.J. Nyarko 19, Serwaa Avenue Ridge (West) Private Mail Bag, GPO Accra, Ghana Tel: 233-23-212-827 Fax: 233-21-231-934 | Americas CS First Boston Attn: Adebayo Alade-Loba Park Avenue Plaza 55 East 52nd Street New York, NY 10055 USA Tel: 212-309-3438 Fax: 212-353-4937 | Europe/Middle East CS First Boston Attn: Francois Rey 1 Colson Square Canary Wharf London E14 4QJ England Tel: 44-161-3641 Fax: 44-161-3640 | Asia CS First Boston Attn: Steve Miller Investment Banking Dept. 9th Floor One Exchange Square Hong Kong Tel: 852-2967-6887 Fax: 852-2968-4394 |
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Effective January 24, 1996

This announcement appears as a matter of record only.

MICROTEK INTERNATIONAL INC.
(Incorporated in the Republic of China with limited liability)

Notice to the holders of the outstanding Microtek International Inc. (the "Company") US\$29,000,000

3.5 per cent. Bonds due 2001 (the "Bonds")

NOTICE IS HEREBY GIVEN to the holders of the Bonds that the Board of Directors of the Company by a resolution dated February 2, 1996, proposed the issue of 43,672,400 shares of the Company's 1996 Stock for free distribution to shareholders as a dividend, and employees as a bonus. The above resolution shall be submitted to the Shareholders' Meeting to be held on April 10, 1996, for approval. With such approval, along with the written approval from the authority in charge in R.O.C., the Board of Directors shall then establish an appropriate ex-right date.

February 16, 1996

Microtek International Inc.

ÖSTERREICHISCHE POSTSPARKASSE
US \$100,000,000
Range Floating Rate Notes
due February 1996

For the interest period November 15th, 1995 to February 15th, 1996 the coupon amounts payable February 15th, 1996 have been calculated as follows: US \$16.25 per US \$1,000 note, US \$168.31 per US \$10,000 note and US \$1,683.06 per US \$100,000 note.

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Moore exploring options as Wallace proves elusive

By Bernard Simon in Toronto

Moore, the Toronto-based information handling group, may renew its seven-month pursuit of Chicago-based Wallace Computer Services later this year, but in the meantime is seeking other acquisitions and alliances, according to Mr. Reto Braun, Moore's chief executive.

Wallace has so far succeeded in stalling Moore, which launched a hostile US\$1.4bn takeover bid last July.

A proxy battle late last year led to three Moore nominees being elected to Wallace's board. But Moore was unable to attract sufficient votes to dismantle Wallace's "poison pill" takeover defence.

The Moore-nominated directors were "asking all the right questions", Mr. Braun said, although he noted that their primary allegiance is to Wallace shareholders.

Mr. Braun said Moore might launch another proxy fight later this year to install another three nominees, which could give the Canadian company control of the nine-person board.

"Maybe at that time it fits our strategy, and maybe the world will have moved on," Mr. Braun added.

He said that Moore was currently exploring a number of other deals to expand its digital network printing business.

Moore yesterday reported 1995 earnings of US\$267.5m, or

\$2.68 a share, up from \$121.4m, or \$1.22, the previous year. Revenues climbed from \$2.4bn to \$2.6bn.

Operating income fell by 11 per cent, but net earnings were boosted by proceeds from the reduction of Moore's stake in Toppan Moore, a Japanese printer, from 45 per cent to 10 per cent.

Fourth-quarter earnings fell to \$22.4m, or 22 cents, from \$39.2m, or 39 cents.

Operating income was ahead 17 per cent, but costs related to the Wallace bid cut earnings by 13 cents a share.

In addition, the 1994 fourth quarter was bolstered by a one-time gain of 12 cents a share from the elimination of debt guarantee obligations.

US market continues last year's record-breaking run

By Maggie Urry in New York

The Great Bull Market of 1995 is already becoming the Great Bull Market of 1996, confounding even optimistic market strategists.

Last year the Dow Jones Industrial Average galloped through 4,000, then 5,000, rising by a third in all. So far in 1996 it has scored four centuries, and is 10 per cent above its early January low.

Judging by the record flows of money into equity mutual funds in recent months, even as the market hits new peaks, there are plenty of investors who believe the market can go higher still.

One surprising feature of the record-breaking run is that it has raged uncorrected. There has not been a fall of more than 10 per cent since 1990; even the sudden upward movement in interest rates in early 1994, which did so much damage to the bond market, failed to cut the Dow by that amount.

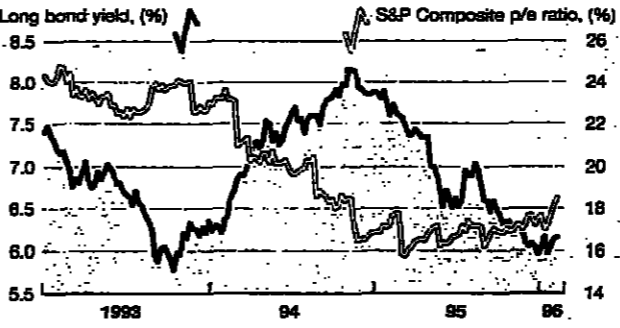
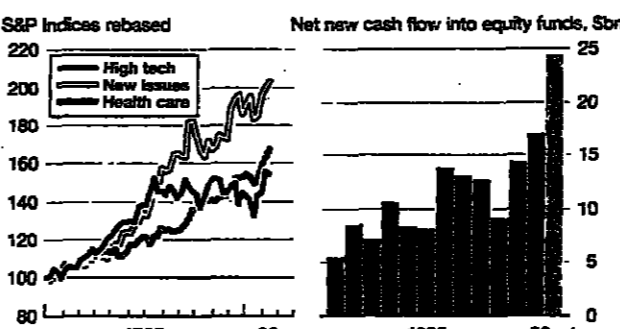
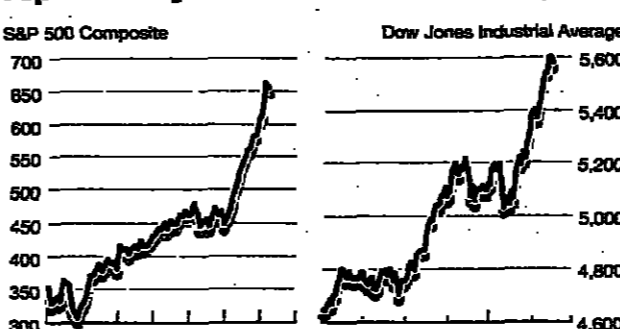
Indeed, that early 1994 fall now looks a mere blip on the market's rise. After the steady upward incline seen between 1991 and 1994, the slope steepened after yields in the bond market peaked in November 1994. At that point the markets began anticipating interest rate falls, which did not materialise until July 1995. In the past few weeks, the gradient has steepened precipitously.

Even so, the equity market hardly looks overvalued in p/e terms. The multiple was falling until the beginning of 1995, due to rapid corporate earnings growth.

Only at the beginning of 1995 did the p/e begin to rise again, as the market's increase overtook earnings growth.

Although the outlook is for slower profit growth, many investors believe the improved quality of earnings justifies the

Top of the cycle?



Source: FT Extel, Datastream, Investment Company Institute

current p/e ratio. The bull market has continued in spite of a change in sector leadership. While technology stocks led the way upward for the first half of 1995, their increasing volatility later in the year did not end the market's rise. Instead, other sectors, notably healthcare,

took on the lead role. Another feature has been the success of new issues, typified by the dramatic performance of Netscape Communications. The Internet software company floated at \$28 last August and rose as high as \$170, before spitting its stock in two.

Why Friedland has opted for Falconbridge's DFR bid

Mr Robert Friedland, who has seen the value of his shareholding in Diamond Field Resources soar from a few hundred thousand dollars three years ago to more than \$500m (US\$363m), insists he is not ready to cash in his 13 per cent stake despite the agreed \$3.4bn offer for DFR from Falconbridge, the Canadian nickel producer.

He will not be taking any cash if the proposed merger is consummated. Neither will his co-chairman and co-founder of DFR, Mr Jean Boule, who owns 10 per cent, nor Mr Edward Mercaldo, chief financial officer with 5 per cent.

Falconbridge wants DFR to gain access to the Voisey's Bay deposit in Labrador, which is set to become one of the world's biggest and lowest cost nickel producers by the turn of the century.

Mr Friedland, 44, said he and his colleagues "are not seeking cash. We want to see this project developed". He is clearly excited by the prospect of a merger that would create one of the world's top six mining groups by market capitalisation and almost certainly give him a place on its board.

The Falconbridge offer was unsolicited, he insisted. "I would be absolutely delighted if it proceeded exactly as described. We have got what we wanted."

He denied that Falconbridge was merely being used as a stalking horse to flush out higher offers. "The combination of Falconbridge, already [the western] world's lowest cost nickel producer, and DFR is an excellent one. The merged group would be as big

as Inco [the Canadian group that is the world's biggest nickel producer] but have much lower costs."

Mr Friedland said Falconbridge brought with it technical strength, such as the best technology to recover cobalt from the Voisey's Bay ore - which would lower production costs - and "a relationship of trust" with the Inuit people, native to the Voisey Bay area, which should help to smooth the permitting processes.

Falconbridge developed this relationship when seeking permits for its proposed Raglan nickel mine in northern Quebec.

Falconbridge wanted an integrated nickel complex at Voisey's Bay - mining, milling, smelting and refining - and the Raglan material would also be processed there. Mr Frank Pickard, Falconbridge's chief executive, has said the complex would cost at least \$1.5bn and provide more than 1,500 direct jobs in a province with fewer than 20,000 people.

The Falconbridge deal also offered DFR shareholders a stake in further exploration successes at Voisey's Bay and the possibility of being involved in a base metals producer with a wider range of operations than Inco because Falconbridge is a 50 per cent partner in Collahuasi, a world-class copper project in Chile.

Last June DFR signed a deal with Inco which took a direct 25 per cent share of Voisey's Bay and 7 per cent of DFR. (Mr Friedland has the obligation to vote these shares and those of Teck Corporation, another Canadian mining group that has 10 per cent of DFR.) Inco is obliged to find the finance to

develop Voisey's Bay and to buy all of its output for the first five years and 133m lbs annually for the subsequent 15 years. Mr Friedland said the merged Falconbridge-DFR company would inherit these advantages.

He insisted: "It is not bad for Inco. It has 25 per cent of Voisey's Bay acquired on terms that now look very attractive."

Mr Friedland said there had been "very friendly" and numerous discussions with Inco about a merger before Falconbridge became involved but Inco could not see its way to agreeing with some of the conditions requested by the DFR board.

Inco did not have the right to match any offer for DFR but as a matter of courtesy to a partner, Inco was given a few days to consider its position. Inco said on Wednesday it would not respond immediately to the Falconbridge proposal but reserved the right to make an offer "at any time in the future".

Mr Friedland, speaking in London where he was visiting DFR institutional shareholders, suggested that it would "put the [DFR] board in a difficult position" if there was a counter proposal from Inco or any other mining company. "But we would be obliged to give any proposal serious consideration."

In the meantime, and in the absence of a rival proposal, DFR and Falconbridge yesterday signed the papers to set their merger process in motion.

Kenneth Gooding,
Mining Correspondent

ASIA-PACIFIC NEWS DIGEST

WMC extends rally with 32% advance

WMC, the Australian metals producer formerly known as Western Mining Corporation, has continued its strong recent earnings recovery with solid increases in profit, sales and dividends for the half-year to December.

The company yesterday announced a 32 per cent rise in net equity-accounted earnings from A\$140.9m to A\$186.2m (US\$140.9m) in the period, on a 17 per cent sales rise from A\$938.3m to A\$1,095m. The interim dividend is up from 8 cents to 11 cents a share.

Mr Hugh Morgan, WMC managing director, said while the result had allowed the company to make progress on a number of expansion projects, metal prices had not improved as quickly as expected.

The nickel division remained the mainstay of the company's earnings, which lifted gross profit from A\$81.5m to A\$151.9m in the period. The aluminium division's contribution was up from A\$96.3m to A\$85m and copper-uranium operations lifted profit from A\$39.8m to A\$78.2m.

But lower production and higher unit costs, partially reflecting plant repairs, reduced gross earnings from the company's gold operations from A\$57.4m to A\$30m. Petroleum division profits eased from A\$12.1m to A\$10.2m.

Mr Morgan said the results included a A\$36.7m exchange rate benefit, against A\$35.4m previously, and followed exploration spending of A\$98.8m, up from A\$40.9m.

Depreciation took A\$176.8m, against A\$172.4m, and interest expense took A\$25.9m, compared with A\$14.3m. The tax provision rose from A\$41.7m to A\$66.7m.

Bruce Jacques, Sydney

Tiffany plans Tokyo store

Tiffany, the US jeweller, announced plans to launch its flagship store in Ginza, Tokyo's upmarket shopping area.

While the retailer has 38 boutiques in Japan, all of its outlets are operated within department stores of Mitsukoshi, a Japanese high-street retailer. Tiffany's decision comes as the Japanese economy is set to recover and sales of brand name luxury products are reviving.

Japan is the company's second-largest market after the US, representing more than a quarter of the company's total sales. The company started its Japanese operations in 1972.

The new store, which is scheduled to open in May, will be designed after the Fifth Avenue store in New York including its granite exterior.

Emiko Terazono, Tokyo

Japanese advertising up 5%

Japanese companies spent ¥5,426.3bn (\$50.8bn) on advertising last year, 5 per cent more than in 1994, Dentsu, Japan's leading advertising agency announced yesterday.

The increase for the second year in a row, comes from a low base and brings advertising expenditure to just below the level of four years ago. It peaked in 1990 at ¥5,544.8bn, just before the economy went into a five-year slide. Dentsu forecasts a rise in advertising spending of a similar order, 5 per cent to 6 per cent, this year.

Among the media, magazines led the way last year, up by 7.8 to ¥374.3bn, followed by television with a 6.8 per cent increase to ¥1,755.3bn. Sales promotion, however, was the largest form of advertising, up 3.6 per cent to ¥1,907bn.

By industry, the fastest growth in advertising spending came from car producers, up 22.4 per cent to a record ¥251.4bn in a year when domestic car sales showed the first significant recovery since 1990. Next came office machines, where advertising expenditure rose up 16 per cent led by a rise in personal computer sales.

They were followed by government organisations, which spent nearly 15 per cent more on advertising than the previous year, chiefly a result of the communications and information demands of the aftermath of the Kobe earthquake.

William Dawkins, Tokyo

Falling prices hit Tomen

Tomen, the Japanese oil refiner, suffered a sharp decline in profits for the year to last December due to falls in petroleum product prices.

The company, in which Mobil and Exxon each has a 25 per cent stake, said non-consolidated recurring profits fell 64.4 per cent to ¥13.2bn while net profits fell 44 per cent to ¥10.5bn. Sales declined 0.9 per cent to ¥488.4bn and operating profits plunged 82.4 per cent to ¥5.1bn due to rising sales costs.

Consolidated pre-tax profits tumbled 81.5 per cent to ¥29.3bn while group after-tax profits fell 8.7 per cent to ¥20.1bn. Group sales increased 2.2 per cent to ¥586.9bn.

Tomen company plans to cut its annual dividend by ¥10 to ¥40 per share, including a ¥20 per share interim dividend. For the whole year to next December, the company expects a 6.4 per cent increase in unconsolidated recurring profits to ¥14bn on a 2 per cent decline in sales to ¥430bn. On a consolidated basis, the company expects pre-tax profits to drop 7.8 per cent to ¥27bn on a 2 per cent fall in sales to ¥586.9bn.

Emiko Terazono, Tokyo

News Corp offshoot slips

Pacific Magazines and Printing, the Australian magazine offshoot of News Corporation, has reported a 10 per cent fall in net earnings for the six months to December, following an increased tax bill.

The company yesterday reported earnings down from A\$38m to A\$34.4m on revenues up from A\$427.5m to A\$431.3m. The interim dividend has been reduced from 11.9 to 10.4 cents a share.

The company's printing operations raised gross profit by 9 per cent from A\$41.1m to A\$44.8m, while publishing division profits rose just 1 per cent to A\$18.5m.

Growth in overseas earnings overshadowed a sluggish 1 per cent rise in Australian earnings from A\$55.9m to A\$56.7m. Earnings from European operations jumped 115 per cent to A\$3.3m while Pacific Rim activities lifted their contribution by 47 per cent to A\$4.4m.

The company's tax provision rose from A\$13.4m to A\$17.8m and depreciation took A\$21.2m, against A\$17.3m previously. Interest expense rose from A\$11.5m to A\$13.6m. Bruce Jacques

Placer Pacific downturn

Net profit at Placer Pacific, the Australian-based gold group, fell by 30 per cent to A\$66.6m in the year to December following lower gold output and adverse currency movements. Sales eased 1 per cent to A\$600.8m and the final dividend has been omitted.

Bruce Jacques

Strong retail demand fuels advance at Deere

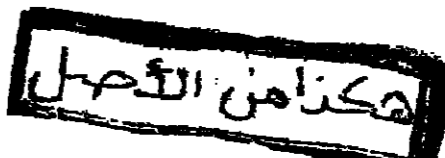
Strong retail demand helped Deere, the US agricultural equipment manufacturer, increase net profit in the first quarter by 20 per cent to \$166.2m, or 63 cents a share, reports AFX News from Illinois.

Revenues in the three months to January 31 rose from \$2.1bn to \$2.3bn. Net sales to dealers of agricultural, industrial and lawn care equipment were \$1.9bn against \$1.7bn in the comparable period.

All of the equipment businesses reported higher net sales during the quarter compared with last year.

Export sales continued to strengthen and totalled \$308m, a gain of 19 per cent over last year. Additionally, overseas sales increased 33 per cent compared with a year ago.

Net income of the financial services subsidiaries was \$48.7m for the quarter compared with \$42.8m last time. Net income of the credit operations was \$34.6m against \$29.7m. On the insurance side, net income rose from \$8.2m to \$9.6m as a result of improved underwriting results. Net income of the healthcare operations was down slightly in the quarter compared with last year.



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The recently-merged Pharmacia & Upjohn.

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Because the merger will give two pools of specialised medical talent the opportunity to work together for the first time ever.

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This is not the last time we'll be surprising you.

You can be sure of that.



**Pharmacia
& Upjohn**

UARY 16 1996
ST
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at Deere

INTERNATIONAL COMPANIES AND FINANCE

Barclays chief urges loan rethink at Japanese banks



Martin Taylor: 'one-hit' approach worked at Barclays

By William Dawkins in Tokyo

Mr Martin Taylor, chief executive of the UK's Barclays Bank, yesterday warned Japanese competitors that their credibility would suffer unless they write down suspect loans in one hit, rather than over years.

His comments represent a rare public expression of a concern among European and US bankers in Tokyo that many Japanese banks are being supported by balance sheets that appear weaker than they really are.

"I would strongly urge all Japanese banks who are drawing near to publication of their annual results to write down their suspect loans in one hit and start the year with a clear sheet. The international banking sector is expecting it and will be disappointed if it is not done," said Mr Taylor on a visit to Barclays' Tokyo office.

Investors and lenders will value the balance sheet as it really is.

Financial analysts and diplomats say foreign bankers in Tokyo suspect that nearly all Japanese banks' capital adequacy ratios would fall below the minimum set by international banking rules if they wrote down bad debts as rigorously as western competitors.

Indeed, Mr Brian Waterhouse, banking analyst at James Capel Pacific, estimated that some of Japan's top 21 commercial banks would be able to observe the Bank for International Settlements' 8 per cent ratio of capital to risk-weighted assets if they provided for a realistic proportion of their officially published ¥23,500bn (\$219.7bn) of bad debts in one annual chunk.

Less pessimistic analysts, such as BZW Tokyo's Mr David Threadgold, believe that perhaps two of Japan's leading banks could achieve the BIS ratio after making a single write-down of uncollectable debts.

The strongest Japanese

banks have become more aggressive in making write-offs in the past year. However, the weaker ones are still planning to eke out fresh provisions, in one case until the end of the decade.

Mr Taylor pointed out that the "one-hit" approach worked at Barclays at the turn of the last decade, and even added a few pence to the share price immediately after the announcement of the debt write-down. Japan's financial system faces serious problems, but no-one outside Japan really believes they will not be overcome sensibly, he stressed.

The Barclays Group itself remained fully committed to Japan and saw a prosperous future there, especially in asset management, said Mr Taylor.

The group last year bought Wells Fargo Nikko Investment Advisors, turning BZW, its investment banking arm, into the world's largest passive fund manager. From this, yesterday it launched BZW Nikko Global Investors, a joint ven-

ture with Nikko Securities. Japanese public and private pension fund assets are expected to grow from \$2,000bn now to \$3,000bn by the end of the decade. The 3 to 4 per cent of corporate pension funds now managed by investment advisory companies is expected to grow to nearly 20 per cent over the same period, Mr Taylor said.

Swiss Reinsurance Company subscribes to BEF 5 billion capital increase

On 12 February 1996 the Board of Directors of Fortis AG implemented a BEF 5 billion capital increase by issuing 1,350,000 new ordinary shares at a price of BEF 3,717 per share.

The capital increase, financed by a cash transfer within the authorized capital, is reserved for Swiss Reinsurance Company. Accordingly, the issuing price is equal to the average quoted price for the ordinary share during the thirty-day period preceding 12 February 1996.

The new shares will be identical to the old in every respect. This includes with regard to the dividend, which the Board of Directors of Fortis AG shall submit for approval to the Annual General Meeting on 28 May next.

Following this capital increase the total number of Fortis AG shares will be 37,565,225 shares.

fortis

Fortis AG and Fortis AMEV are the two parent companies of Fortis

fortis AG

Consolidation of Ordinary and VVPR shares Allocation of VVPR strips

To increase the liquidity of the VVPR shares as well as to accommodate the wishes of numerous shareholders, the Board of Directors has decided to strip the VVPR shares. The technical conditions are mentioned hereunder:

On 8 March 1996 the 4,139,926 VVPR shares (former AFV shares, shares deriving from the exercise, since 1 January 1994, of warrants issued in December 1990, and shares resulting from the capital increase by contribution of the dividend right for 1994), will become ordinary shares after being allocated an additional sheet of coupons embodying the tax advantage inherent in the VVPR share, this sheet to be called the "VVPR STRIP". Former AFV shares will, however, maintain their tax advantage in the event of gift and inheritance until 28 December 1996.

The right to the allocation of VVPR strips will be represented by coupon no. 7, to be detached from the VVPR share. The ordinary share coupon no. 7 will be without value. In this way, the conversion of the VVPR shares into ordinary shares will be undertaken without physical exchange of securities or overprinting.

The numbering of the "VVPR STRIP" coupons will begin at number 8, and will be identical to that of the share coupon sheets. Starting with the dividend for 1995, shareholders wishing to benefit from reduced investment withholding tax (set at 15% since 1 January 1996) will have to present 2 coupons: that of the share and the corresponding VVPR STRIP coupon.

Failing this, investment withholding tax at the normal rate, set at 25% since 1 January 1996, will be deducted from the dividend.

Starting on 8 March 1996, all shares will be substitutable and interchangeable. A single quotation line for the share will be maintained on the cash and settlement markets, on which both shares issued originally as ordinary shares and former VVPR shares will be negotiated indifferently. All these shares will carry coupons no. 8 and following.

From 8 March 1996 onward, the VVPR STRIPS will also be separately negotiable, and quoted on a separate line on the cash market.

Holders of VVPR bearer shares who hold their securities physically will be able to request their VVPR bearer strips, without charge, as from 8 March 1996, at the counters of the financial intermediaries set out below, in return for coupon no. 7. Shareholders who hold their VVPR shares on securities accounts with financial organizations will automatically be credited with their VVPR strips on these securities accounts.

Holders of registered VVPR shares will automatically be allotted strips in registered form, with the right to request that these be converted into bearer form. For bearer shares deposited with Fortis AG, strips will be delivered, upon demand, by the company.

Financial intermediaries:

Belgium: Générale de Banque ASLE-CGER-Bank Caisse Privée Banque Metropolitan Bank

Great Britain: Barclay's Bank

Luxembourg: Banque UCL

fortis

Fortis AG and Fortis AMEV are the two parent companies of Fortis

Canon's performance hard to copy

Michiyo Nakamoto studies the formula for the group's success

One burning question hangs over Canon, the Japanese precision machinery maker which recently announced a 49 per cent increase in profits for last year: can the company keep up the impressive track record maintained since it brought out its first camera in 1934?

In the year to December, Canon increased parent company sales by 14 per cent to ¥1,231bn (\$11.5bn). Recurring profits surged 49 per cent to ¥30.2bn, while net profits were up 65 per cent to ¥44.2bn.

Although the company did suffer from the sharply appreciating yen, which wiped off as much as ¥128bn from Canon's profits in 1993, it has increased parent company sales by 51 per cent and recurring profits by 52 per cent since 1989. Canon's recipe for success seems simple enough: diversify into areas where its advanced technology has given it the edge. Having reduced its dependence on cameras in the 1970s, as worldwide competition grew and its main markets became saturated, it switched its focus first to copiers and fax machines as office automation took off, and more recently on printers, which have been in growing demand on the back of strong PC sales.

But Canon's strength comes not only from its ability to spot new and better growth opportunities, but also from the concentration of its energies on products where a high degree of advanced technology has restricted competition.

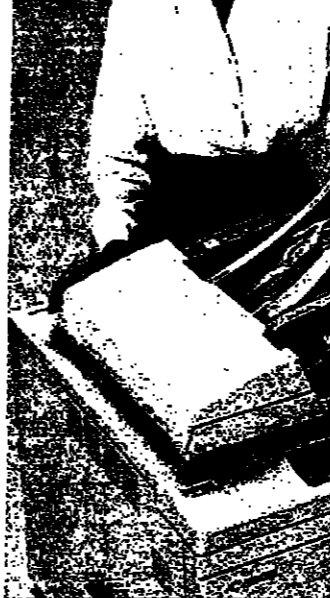
For example, Canon has about 70 per cent of the world market for laser printers - including those it supplies to Hewlett Packard of the US - according to a report by ING Barings. Sales of laser printers rose 14 per cent in 1995, Canon says.

While laser printers, which use sophisticated technology for quiet, clear imaging, are at the high end of the market, Canon is also the second-largest manufacturer of bubble jet printers, after Hewlett Packard.

The bubble jet printer market, where Canon has an estimated 40 per cent share, is seeing strong growth linked to the spread of PCs, and a trend among consumers to switch from dot matrix printers. Canon's bubble jet printer sales rose 38 per cent last year.

Although Canon is not expected to overtake Hewlett Packard's 50 per cent market share in the near term, it will continue to benefit from continuing overall growth of the

market. In somewhat more mature markets, such as that of the copier, Canon has been able to stimulate demand by developing new products. It introduced full colour digital copiers in 1989, and now maintains a 50 per cent global share of the colour copier mar-



The full colour digital copier: Canon still dominates market

ket, according to the company. Canon's firm hold in these markets provides another avenue of growth. Printers are not only high-margin products themselves, but they generate substantial profits from non-durable products such as inks and ribbons. Barings ING estimates that sales of non-durables will rise to ¥260bn this year, compared with an estimated ¥180bn for bubble

jet printer sales and ¥245bn for laser beam printer sales.

Furthermore, Canon's leading position means it has been able to raise prices in overseas markets to ameliorate the impact of a rapidly rising yen. Though the company has also cut costs by increasing overseas production and restructuring, its ability to raise overseas prices has helped it to weather the impact of the high yen better than many other Japanese manufacturers - despite an export ratio of nearly 80 per cent.

It has restructured its camera division to improve profitability, particularly in the 8mm video segment where it has concentrated on higher-end products.

Canon says it is not unduly concerned about its prospects. The company expects to be able to squeeze profits from various applications of its bubble jet printers technology for at least 30 years, Mr Hiroshi Tataka, executive vice-president told a Japanese national newspaper.

Yet competition in the printer market is already bringing prices of bubble jet printers sharply lower, and Canon will probably need to find a new product in the not too-distant future to sustain further growth.

The company has invested an estimated ¥50bn - encompassing both research and development and a new manufacturing facility - in ferroelectric liquid crystal displays. It is also working to develop solar batteries. But these are areas where Canon already faces several competitors.

The question Canon watchers are asking is not just whether Mr Fujio Mitarai, president since last September, will be able to pull the Canon trick again, but also how much time he has left to do so.

The "Shell" Transport and Trading Company, Public Limited Company

Final dividend 1995

Notice is hereby given that a balance of the Register will be struck on 11th April, 1996 for the preparation of warrants for a Final dividend for the year 1995 of 20.4p per 25p Ordinary Share. If approved at the Annual General Meeting to be held on 15th May, 1996 the dividend will be paid on 22nd May, 1996.

For transferees to receive this dividend, their transfers must be lodged with the Company's Registrar - Lloyds Bank Registrars, The Causeway, Worthing, West Sussex BN9 6DA, not later than 3pm on 11th April, 1996.

SHARE WARRANTS TO BEARER

The Coupon to be presented for the above dividend will be No. 185 which must be deposited at Lloyds Bank, Registrars' Department, Issues Section, Ground Floor, P.O. Box 1000, Anthonin House, 71 Queen Street, London EC4N 1SL (not later than 11th April, 1996 to receive payment on 22nd May 1996) or may be surrendered through Messieurs Lazard Frères et Cie, 121 boulevard Haussmann, 75382, Paris Cedex 08.

BY ORDER OF THE BOARD
Miss J. E. Munnell
Secretary

Shell Centre,
London SE1 7NA
15th February, 1996

AMER GROUP LTD

ANNUAL GENERAL MEETING

Notice is hereby given that the Annual General Meeting of Amer Group Ltd ("the Company"), will be held on Thursday, 7 March 1996, at 2 p.m. at Amer Group Ltd's Head Office, Mikkelinintie 31, Helsinki.

The agenda of the Annual General Meeting will be matters as per Article 16 of the Articles of Association.

Participation in the Annual General Meeting
Only a shareholder who has been recorded by 28 February 1996 as a shareholder in the Company's share register, as maintained by the Central Share Register of Finland Co-operative (Suomen Osakassäästäjäkeskus Osuuskaista OKR), has the right to participate in the Annual General Meeting, unless otherwise stipulated.

Notification of intended participation at the Annual General Meeting must be given to the Company not later than 4 p.m. on Tuesday, 5 March 1996, either in writing to: Amer Group Ltd, Share Registrar, P.O. Box 130, FIN-00801 Helsinki; or by telephoning (+358-0-7577 261/Mirja Vitaniemi). Letters should be delivered before the close of the notice period. Proxies should be forwarded to the above address together with notice of attendance.

Dividend
The Board of Directors proposes to the Annual General Meeting a dividend of FIM 3.00 per share for the financial year ended 31 December 1995.

Only shareholders registered in the Company's share register, as maintained by the Central Share Register of Finland Co-operative, by the record date of 12 March 1996, are entitled to receive dividends. The dividend will be distributed on 15 March 1996.

Helsinki, 16 February 1996

BOARD OF DIRECTORS

CHEVY CHASE MASTER CREDIT CARD TRUST II

U.S.\$138,000,000

Class A Floating Rate Asset Backed Certificates, Series 1995-B

U.S.\$12,000,000

Class B Floating Rate Asset Backed Certificates, Series 1995-B

| Class | Interest Accrual Rate | Coupon Amount (USD) |
|-------|-----------------------|---------------------|
| A | 5.562500% | U.S.\$618,364.58 |
| B | 5.562500% | U.S.\$54,930.63 |

Libor Determination Date: 02/13/96
Accrual Period: 02/13/96 to 03/14/96
Days in Accrual Period: 29

These Interest Accrual Rates and Coupon Amounts should be used when determining the interest payable on Friday, March 15, 1996.

February 16, 1996

Bankers Trust Company as Trustee

KNIGHT-RIDDER'S FUTURES MARKET DATATK FROM \$570

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Notice of Redemption to Holders of Series C of RSVP MAYFAIR LIMITED

U.S. \$79,000,000

Guaranteed Extendible Variable Rate Notes due 2006

NOTICE IS HEREBY GIVEN that in accordance with Section 5.03(e) of the Indenture, dated 31st March, 1992, Series C of the U.S. \$79,000,000 Guaranteed Extendible Variable Rate Notes due 2006 of RSVP MAYFAIR LIMITED (the "Bonds") will be redeemed in full by RSVP MAYFAIR LIMITED on the interest Payment Date falling on 8th March, 1996 at the principal amount due together with the interest accrued to the date of redemption.

Principal Paying Agent: Goldman Sachs (Cayman) Trust, Limited
P.O. Box 896, Grand Cayman, British West Indies

Paying Agent: Kreditbank S.A., Luxembourg
43 Boulevard Royal, Luxembourg

Interest will cease to accrue on the Bonds from 8th March, 1996.

Goldman Sachs (Cayman) Trust, Limited
Principal Paying Agent

16th February, 1996

BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.

For further information or to contact in this section please contact

Lesley Sumner on +44 0171 873 3308

FINANCIAL TIMES

MERCURY OFFSHORE STERLING TRUST SICAV

NOTICE OF EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS

The Extraordinary General Meeting of Shareholders of Mercury Offshore Sterling Trust ("the Company") held on 15th February 1996 not having reached the quorum of presence required by law and the Articles of Association, a further Extraordinary General Meeting will be held at 6D, route de Trèves, L-2633 Senningerberg, Luxembourg at 11.00 am on 20th March 1996.

The Extraordinary General Meeting of the Fund will consider and vote upon a proposal to amend the Articles of Association. Such amendments will include in particular provisions:

- To amend the Articles of Association to permit the change of the Company's registered office to Senningerberg.
- Amend Article 28(7) of the Articles of Association to replace the name S.G. Warburg Group plc with Mercury Asset Management Group plc.

Information for Shareholders
Shareholders are advised that a draft subject to amendment, of the proposed new Articles is available for inspection at the following places and at the meeting:
ADMINISTRATOR: Mercury Asset Management S.A., 6D, route de Trèves, L-2633 Senningerberg, Luxembourg
PAYING AGENTS: Luxembourg: Banque Internationale à Luxembourg S.A., 69 route de Esch, L-1470 LUXEMBOURG
United Kingdom: S.G. Warburg & Co. Ltd, 2 Finsbury Avenue, London EC2M 2PP

Registered Office: 14 rue Leon Tyss, L-2536 Luxembourg
R.C. Luxembourg, B24 810

16th February 1996

The Board of Directors

State Bank of New South Wales Limited

A.C.N. 009 983 228

US\$250,000,000

Extendible Floating Rate Notes 2003

(Previously US\$250,000,000 due 1998)

(Guaranteed by the Government of the State of New South Wales)

Notice is hereby given that the rate of interest for the period 16th February 1996 to 16th August 1996 has been fixed at 5.3125% per annum. Interest payable on 16th August 1996 per US\$10,000 note will be US\$268.58 and per US\$100,000 note will be US\$2,685.76.

Agent: Morgan Guaranty Trust Company

JPMorgan

State Bank

مكاتبنا في لندن

COMPANY NEWS: UK

Group warns of continuing deterioration in refining margins and uncertain petrochemicals outlook
Royal Dutch/Shell lifts its dividend by 23%

By Robert Corzine and Jenny Luesby

Royal Dutch/Shell, the Anglo Dutch oil group, yesterday boosted its total dividend by 23 per cent to 83.3p a share as it reported record profits for 1995. But the company also warned of a continuing deterioration in refining margins and an uncertain outlook for petrochemicals, one of its star performers last year.

The group, said Mr John Jennings, chairman of Shell Transport and Trading, the UK operation. The jump in the dividend set a "new platform" for the future, and he was confident that earnings growth was sustainable. But Mr Jennings would not be drawn on whether Shell was planning any special dividends or share buybacks as a way of reducing its cash mountain.

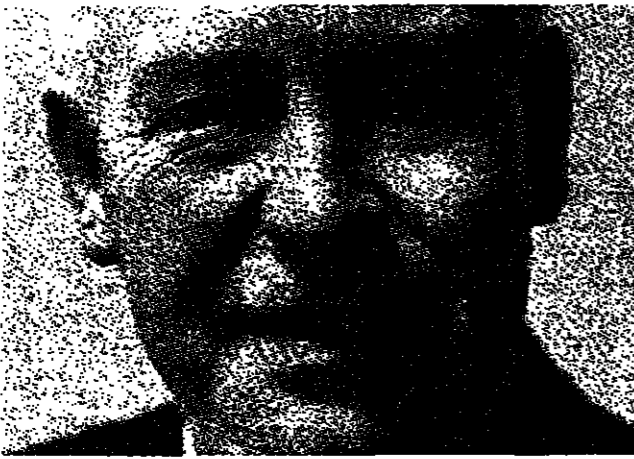
debt was \$2.8bn, with a debt ratio of 17.1 per cent. The upbeat assessment of long-term earnings growth contrasted sharply with performance in the previous fourth quarter, when replacement cost profits fell 63 per cent to \$92m because of deteriorating refining margins and a sharp decline in chemical demand.

markets which have traditionally been one of Shell's strengths. Mr Jennings predicted that tighter Asian refining margins "won't go away." He confirmed that Shell was studying options for its refining assets in Europe and the US, where chronic over-capacity has plagued the industry in recent years.

margin improvement in chemicals later in the year. "We have not lost our nerve in chemicals," he said. The group continued to make large investments in petrochemicals, in spite of the cyclical nature of the business. Total capital expenditure last year was \$7.5bn, up almost 10 per cent on 1994.

Exploration and production profits for the fourth quarter increased 21 per cent to \$508m (\$420m), as a result of higher volumes and prices. Full-year earnings were up 21 per cent at £1.5bn.

Recruitment at Babcock as orders increase



John Parker: new contracts in Britain, Pakistan and Malaysia

Babcock International, the engineering, materials handling and facilities management group, yesterday said it was creating up to 850 jobs in its process engineering division after winning a raft of new orders, writes Tim Bart.

The recruitment drive will increase the division's workforce by almost 30 per cent to more than 1,600, with most of the new staff working at plants on Teesside and Crawley, West Sussex.

Mr John Parker, chairman, said the additional engineers were needed to work on three contracts in Britain, Pakistan and Malaysia: "These new orders, together with other recent orders in Yemen, Bahrain and Syria, will create a workload in excess of 1m man hours over the next two years."

In total, the latest orders were said to be worth up to £40m, augmenting a further £100m of orders announced by the group last month.

The UK order involves engineering and project manage-

ment services for SCM Chemicals, the Hanson subsidiary, which is spending £75m on expanding its titanium dioxide plant on south Humberstone.

Babcock has also secured a contract from Parco, a Pakistani-Abu Dhabi joint venture, to provide technical consultancy services for a new oil refinery. In Malaysia, it will help build a £20m distribution terminal.

Separately, the group said the restructuring of its German materials handling operations would be completed by the end of March, reducing the workforce from 600 to 440. The company, which last autumn announced a £3m provision to cover the restructuring, said it would take a further £2m charge to cover disputes over a £11m project in the former Soviet Union.

That charge is expected to be offset by an exceptional gain of up to £2m from the realtors handling a previously written-off investment in Germany.

Babcock shares dipped 1p at 188p.

Farnell must fulfil promises

Christopher Price on how institutional shareholders were persuaded

Mr Howard Poulson, chief executive of Farnell Electronics, described the Premier deal as a "once in a lifetime opportunity." It was a view not shared by a significant minority of shareholders, who yesterday came close to sinking the merger plans of the two electronic component distributors.

Yet when he signed the agreement with Mr Morton Mandel, the founder and chairman of Premier, three weeks ago, Mr Poulson believed the industrial logic of the move would be readily endorsed by Farnell shareholders.

At a stroke, Farnell, the second largest catalogue distributor of electronic components in Europe, would be transformed into the third largest in the world through its merger with the US's biggest operator. It would also create a group with a combined market capitalisation of about £1.6bn hovering

at the edges of the FTSE 100. Farnell produced an array of persuasive statistics and arguments in favour of the deal. The synergies of the merger would produce cost savings in a number of areas.

Most persuasively of all was Mr Poulson's assertion that the chance to buy a company with such a large presence in an otherwise fragmented market was not to be missed.

The two companies were introduced in October through Mr Robert Horton, a Farnell non-executive director and, through his time with BP and Sohio in Cleveland, an associate of Mr Mandel. At 74, the Premier chairman was looking towards retirement and the chance to strike a deal with a management he considered shared the same culture and strategic outlook appeared.

So too, doubtless, did the prospect of potentially receiving a quarter share in the new

entity, worth about £500m and the post of deputy chairman.

But Mr Poulson and his team argued tirelessly in more than 60 institutional presentations that the price being paid was not an excessive one. They pointed out that Electrocomponents, one of the largest catalogue distributors in Europe is rated on 22 times its prospective earnings for 1996, against an exit price of 24 times being paid for Premier.

However, the price was only one of several objections fielded by some shareholders. Standard Life in its statement of dissent issued last week, underlined the dilution to shareholders' earnings and the enormous risk it considered in saddling itself with so much debt to pay for the deal.

There were also concerns about the management of the new company, with worries over the continued dominant

presence of Mr Mandel.

The Farnell team, backed by advisers NatWest Securities and BZW, rebutted all the criticisms and successfully persuaded several rebellious institutions to support the merger. Earnings dilution in the first year was deemed a sufficient price to pay for the medium-term benefits. The cash generative nature of electronics components distribution was underlined in order to offset concerns about the company's debts. Finally, great effort was put into reassuring the institutions that Farnell's management was up to the job and had consistently delivered on its promises in the past.

However, a defiant rump remained and yesterday denied the Farnell board the ringing endorsement it was hoping for.

The pressure on the management to deliver on its promises of the past three weeks has never been greater.

Controversy fuels large turnout

By Norma Cohen and William Lewis

By several investor yardsticks, Farnell Electronics' agreed bid for Premier Industrial Corporation was extraordinary.

Almost upon its launch, it was greeted with a chorus of disapproval from several large shareholders, some of whom took the unusual step of identifying themselves publicly.

"The fact that we raised the level of debate forced everybody to get out and vote," said Mr Dick Barfield, director of investment at UK life insurer Standard Life, an early opponent of the deal. "There is very little debate among shareholders of an acquiring company."

Second, it attracted an extraordinary number of votes from shareholders on the day of reckoning, nearly twice the normal level of voting at resolutions put to investors in the UK's largest companies.

Some 77 per cent of Farnell's shares were voted in total, a level which ensured that the 16 per cent of its owners who opposed the bid were defeated. But had

more closely mirrored the level typical of the UK, the 16 per cent would have been enough to block the bid.

A survey published last year and carried out by Professor Chris Mallin, then at Warwick Business School, found that the overall voting level at the UK's top 250 public companies was an average of 35 per cent. Resolutions at extraordinary meetings, such as those held yesterday by Farnell, need approval from 75 per cent of those present and voting and even opposition from 10 per cent of investors would have thwarted the deal.

"The Farnell meeting does mark a watershed in corporate governance in the UK," said Ms Anne Simpson, joint managing director of Pirc, a corporate governance consultancy which advised clients to vote against.

In explaining the high turnout, shareholders cite two factors; first, news that a significant minority opposed the deal forced the advisers and the company to work harder to get the vote out. Second, UK institutional investors are slowly get-

ting the voting habit.

"More and more of our clients are telling us to vote and some say they want us to vote on everything," said Mr Paul Myers, executive chairman of fund managers Gartmore, whose own policy is to vote all the shares it manages. However, UK shareholders are hardly in the grip of a voting epidemic.

But increasingly, fund managers are feeling pressure from non-UK clients, particularly those in the US where voting pension schemes are required to vote every share they own. Mr Myers, argues that the deal underscores a fundamental flaw in the way deals are made in the UK. That is, shareholders are barred from opposing them as a practical matter. "If you vote against a bid, you damage the company with a vote of 'no confidence' in its management." Indeed, several shareholders said that Farnell's own management had privately suggested it would have to resign if the deal were voted down, leaving the company rudderless.

RESULTS

Table with columns: Company, Dividend, EPS, Current price, Date of payment, etc. Includes entries for Allied Leisure, Amalgamated, CLM Insurance Fund, etc.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. *Comparatives for 24 weeks. +Comparatives for 14 months. †In increased capital. ‡Earnings and dividend data in Dutch currency. †After exceptional charge. ‡Net profit. ‡At June 30 1995.

NOTICE OF FULL REDEMPTION AND TERMINATION OF CONVERSION RIGHTS. Taiyo Yuden Co., Ltd. U.S. \$50,000,000. 3 1/4 Per Cent. Convertible Bonds Due 2000 (the "Bonds").

FARNELL ELECTRONICS PLC (Incorporated in England and Wales). FARNELL FINANCE PLC (Incorporated in England and Wales). Farnell Electronics PLC is applying for a listing of 136,480,556 shares of 5p each.

THE TAX FREE WAY TO PLAY THE MARKETS. CITY INDEX. We are the leaders in financial and commodity spread betting.

Airtours invests in Scandinavia

By Scheherazade Daneshkhu

Airtours, the UK's second largest tour operator, has strengthened its presence in the Scandinavian market by spending £90m (\$92.4m) cash on two related deals.

Simon Spies, a rival Danish tour operator owned by A/S Conair Consolidated Aircraft Corporation, and £50m for aviation assets, also from Conair.

The acquisition of Simon Spies was made through Scandinavian Leisure Group, which Airtours bought in 1994.

The purchase raises Airtours' share of the Danish market from 6 to 46 per cent and gives it 20 per cent of the Finnish market, where it had no presence previously.

Overall, Airtours now has 49 per cent of the Nordic tour operating market, up from 25 per cent.

As a result of the acquisition, Airtours owns all the equity in Premier, the main provider of aircraft seats to

Spies and SLG, its joint owners. Premier has bought £50m of assets, comprising three Airbus A300, aircraft spares, ground equipment and a hangar at Copenhagen airport.

Simon Spies made an operating profit of £800,000 in 1995, on turnover of £246m and has net liabilities of £3m. It carried 570,000 passengers last year and owns two hotels in Spain.

Mr Charles Mason, leisure analyst at BZW, said SLG had been competing against Spies and had forced it to negligible profits. The acquisition was a "sensible diversification" and plugged Airtours' Danish gap in the Scandinavian market.

The acquisitions were made from existing resources. Mr David Crossland, Airtours chairman, said the acquisition of Spies, which he called "a national institution in Denmark" gave Airtours "a pre-eminent position in all three Scandinavian markets and extends our operations eastward into Finland."

Slough Estates in £55m Sydney sale

Slough Estates, the fifth largest UK property company, has sold four industrial properties in Sydney for A\$115m (£55m) and signalled its intention to dispose of its remaining Australian assets, writes Simon London.

Mr Derek Wilson, managing director, said the disposal proceeds would be reinvested mainly in the UK, where Slough is expanding its property development activities.

The deal reduces Slough's Australian portfolio to 670,000 sq ft of industrial space in Melbourne, which is also ear-

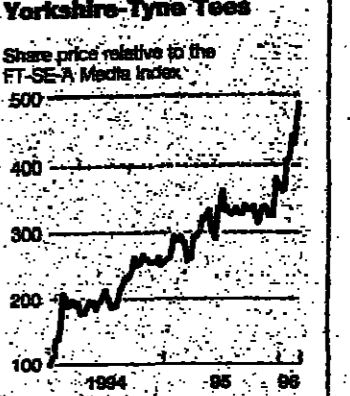
marked for sale. Slough's move is the third recent change of international strategy by a UK property company. Last year, Hammerson sold its Australian assets in favour of the UK and continental Europe. MEPC has said that it is pulling out of continental Europe in favour of the UK, North America and Australia.

The disposal of Slough's four Sydney buildings, amounting to 1.66m sq ft, is conditional on the vendor, a property fund managed by Colonial Mutual, raising additional capital through a rights issue.

LEX COMMENT
Granada's raid

Yorkshire-Tyne Tees

Those who thought Granada was too preoccupied digesting Forde to give attention to television were wrong. Quite the reverse: it is Granada's main ITV rivals, Carlton and MAI, which have been caught napping by yesterday's dawn raid on Yorkshire-Tyne Tees, its 24 per cent stakes put it in a strong position to mount a full bid once the broadcasting bill hits the statute book. It may also be enough to deter rival suitors. The purchase price, equivalent to about 33 times expected earnings, may look a bit rich. However, if one believes Yorkshire's extremely high licence fees will eventually fall, the multiple is not so extravagant. Moreover, given the geographical contiguity of Granada and Yorkshire, the scope for cost-cutting is fairly high.



A combined Granada/Yorkshire would make maximum use of the freedoms envisaged in the broadcasting bill: its share of TV audiences would be 13 per cent against a limit of 15 per cent; its share of advertising would be just under the 25 per cent limit that could be blocked under competition legislation.

Neither Carlton nor MAI are as fortunate. While Carlton is probably eager to buy MAI, so breaking the latter's betrothal to United News, such a move would breach the advertising limit. MAI's problem is the reverse: its TV audience share is only 5 per cent. Yorkshire's 6 per cent share is now probably beyond its reach. If MAI wants to build its ITV business, it will be forced to mop up a few smallish franchises like STV and HTV.

DIGEST
Bid decision for UniChem

UniChem was yesterday believed to be planning to top rival Gehe of Germany's €594.3m cash bid for pharmacy group Lloyds Chemists, possibly today. The board was understood to have been locked in a meeting last night, making its final decision.

UniChem has been widely expected to increase its offer since its £311m cash and share bid was trumped by Gehe, Europe's largest drugs wholesaler, last week. The market expects UniChem will have to raise its bid to 470p-480p per ordinary share. Gehe is offering 450p per ordinary share in cash and a further 290p per Lloyds preference share.

Expectations of a new offer from UniChem have pushed Lloyds ordinary shares up from 389p the day before UniChem launched its bid last month, to yesterday's close of 470p. The preference shares closed unchanged at 300p.

UniChem shareholders are due to meet at the company's headquarters in Chessington this morning to vote on the original bid.

Gehe has been waiting for UniChem to move before posting its offer document to Lloyds investors. Peggy Holtinger

BTR in \$80m GenCorp deal

BTR, the industrial conglomerate, yesterday confirmed the widely-trailed expansion of its automotive operations by spending \$80m (£51.9m) on the vibration control subsidiary of GenCorp, the US manufacturing group.

The Indiana-based business, employing 1,200 people, will be integrated into BTR's existing vibration control division, which already supplies motor manufacturers from plants in Britain, Germany, Brazil and Spain.

Mr Ian Strachan, chief executive, said sales by the enlarged division would exceed \$500m. "The acquisition establishes an important new manufacturing and customer base for BTR in North America," he added.

GenCorp's vibration control business contributed \$6m (£3.8m) to GenCorp's \$97m operating profit in 1994 - the latest full year for which figures are available - from sales of \$140m. Some US analysts expect its 1995 operating profits to increase to about \$11m, on sales of more than \$150m. BTR's latest move underlines its commitment to industrial manufacturing, while also continuing with non-core disposals.

One City analyst said it showed BTR was changing "from an unfashionable conglomerate into a focused engineering stock". Shares in the group rose 2p to 329p. Tim Burt

GT Chile will force sale

The board of the GT Chile Growth Fund, the investment company with more than £240m in assets, yesterday confirmed that it intended to compel Regent Kingpin Acquisitions to sell part of its holding in the fund, unless Regent substantially altered its plans to liquidate the fund.

Regent Kingpin holds more than 65 per cent of GT Chile following a hostile bid. It has asked the board to resign, but the board has refused.

Regent said: "If this ends up in court it will take months to settle, but we are confident of winning." Roger Taylor

Siebe sells US business

Siebe, the international controls and temperature appliances group, is selling Barber-Corson Motors, its small US electrical motors subsidiary, to Jordan Industries of Illinois for £13m.

Mr Allen Yurko, chief executive, said: "The divestiture enables the Siebe temperature and appliance controls division to focus more closely on its major markets."

Intrum Justitia acquisition

Intrum Justitia, the debt collection and credit management group, is expanding its Finnish business with the acquisition of Tietoperinta, the country's largest debt collection company. The consideration is an initial Fm31.4m (£4.5m) with an Tietoperinta had a turnover of Fm47m in 1994, on which it ran up losses of Fm4.6m, although it expects a return to profit in 1995. Net assets were Fm12.7m.

Notice to the Holders of U.S.\$200,000,000 9 1/4 Subordinated Guaranteed Bonds due 2001 (the "Bonds") of Fuji Bank International Finance N.V. (the "Company")

مكتبة الامم المتحدة

COMMODITIES AND AGRICULTURE

Supply shortages forecast to drive lead prices higher

By Kenneth Gooding, Mining Correspondent
Consumers must expect higher prices and increased price volatility on the London Metal Exchange's lead market...

It suggests that growing shortages of the metal - used mainly in batteries - will drive the price this year to 20 per cent above the 1995 average...

US farm bill 'will force further CAP reforms'

By Deborah Hargreaves
The US farm bill will force the European Union to initiate further reforms of the Common Agricultural Policy...

have already led to the abolition of planting restrictions on arable crops. The report predicts that this will lead to a large expansion of the area planted with wheat in the US...

Produce Studies believes the EU will have to move away from set-aside restrictions on crop planting and compensation for price cuts towards farm payments linked to social or environmental criteria...

Poland reopens talks on North Sea gas supplies

By Christopher Bobinski in Warsaw
Poland has reopened talks with North Sea natural gas producers about deliveries over the next 15 years...

under existing long term contracts. As PGNiG estimates that the country's gas needs could reach 27bn cu m in 2010...

At the moment Poland has two small capacity links with the German natural gas pipeline network near Szczecin in the north and further to the south near Zgorzelec...

Caribbean bug threat spreads

By Canute James in Kingston
A farm pest discovered in the Caribbean last year is spreading through the region and disrupting trade in agricultural products...

They report that almost all of Grenada is affected, while the infestation is spreading in Trinidad. Officials in St Kitts said the pest has been confined to areas close to the main port...

Urban farming grows as poor dig for victory in the battle against hunger

By Deborah Hargreaves
Poverty-stricken households are producing one-seventh of the world's food in rubbish dumps, on roof tops and on waste ground...

of their income on food, says their report. Urban farming gives them access to better food at a lower cost. It ranges from growing crops on roof tops to rearing livestock in the backyard...

Ugandan tea output down

Uganda's tea production fell 6 per cent in 1995 compared with the previous year because of poor prices on the world market, the Uganda Tea Authority said...

Uganda's tea industry since 1989, UTA records showed. Uganda has been trying to revive its tea industry in an effort to move away from just a few export crops...

COMMODITIES PRICES

BASE METALS
LONDON METAL EXCHANGE
Price from Arrivals Metal Trading
ALLIUMINUM, 60% PURITY (\$ per tonne)

Precious Metals continued
GOLD COMEX (100 Troy oz; \$/troy oz)
SILVER COMEX (5,000 Troy oz; \$/troy oz)

GRAINS AND OIL SEEDS
WHEAT LCE (\$ per tonne)
MAIZE CBT (\$/500 bu min; cents/500b bushel)
BARLEY LCE (\$ per tonne)

SOFTS
COCOA LCE (\$/tonne)
COFFEE LCE (\$/tonne)
COFFEE (C) (US cents/pound)

MEAT AND LIVESTOCK
LIVE CATTLE CME (40,000 lbs; cents/lb)
PORK BELT LCE (40,000 lbs; cents/lb)

LONDON SPOT MARKETS
CRUDE OIL FOB (per barrel)
GAS OIL (per tonne)
NATURAL GAS NYMEX (10,000 cu ft; \$/cu ft)

PRECIOUS METALS
LONDON BULLION MARKET
Price supplied by N M Rothschild

UNLEADED GASOLINE
NYMEX (42,000 US gal; \$/US gal)

FUTURES DATA
All futures data supplied by C.M.S.

INDICES
RUSSIA'S INFLATION (1992=100)
CPI (1992=100)

OTHER
Gold (per troy ounce)
Silver (per troy ounce)

CROSSWORD
No. 8,995 Set by ADAMANT
ACROSS
1 Plans to bring telephone system back for captive fliers (6)

Vertical text on the left margin, possibly a page number or reference.

INTERNATIONAL CAPITAL MARKETS

Gilts buck gloomy trend in European sector

By Martin Brice in London and Lisa Branstetter in New York

Caution ruled in European government bond markets yesterday, with uncertainty over interest rates in Germany and politics in Italy casting a pall over trading. However, the bund future on Life jumped by 0.35 late in the afternoon. Mr Mark van der Kroft at ABN Amro Hoare Govett said: "Uncertainty is hampering most markets in Europe because there is a growing perception that one way or the other the economy will rebound this year. Fund managers have lowered their duration in Europe in anticipation of a rebound of the economy."

UK bonds bucked the gloomy mood in Europe, helped by a retail price index figure in line with expectations of a 0.3 per cent fall in January to 2.9 per cent year-on-year. Mr Simon Briscoe at Nikko said: "The common theme of lower increases this January than last year is further evidence that the low inflation psychology is taking hold."

GOVERNMENT BONDS

dence that the low inflation psychology is taking hold. The release of the Scott report into arms sales to Iraq was not seen as a market mover. The March future on Life rose 3/8 to 106 1/2 while in the cash market the yield on two-year paper fell 1 basis point and that on 10-year gilts rose a point. The spread over 10-year bonds tightened by 2 basis points to 165.

Mr David Bennett at Goldman Sachs said investors had been purchasing along the whole of the yield curve, with buyers outweighing sellers by about 3 to 1.

German government bonds slipped during the day but the March future on Life moved ahead towards the end of the day.

Mr van der Kroft said the decision by the Bundesbank to hold the repo rate at 3.2 per cent was expected and a decision to cut could have led to yields at the long end rising. "The Bundesbank is not going to give up the stable policy for the D-Mark, and this could be better for the long end of the market than most people anticipate," he said.

On Life the March 10-year bund future recovered its losses to settle flat at 98.63, after hitting resistance at 98.70.

The yield on two-year paper fell 1 basis point and that on 10-year paper by 2 basis points, with the spread between the two maturities settling at 233 basis points.

The yield spread of 10-year bunds over Treasuries tightened by 5 basis points to 41 points.

French bonds tracked bunds downwards and on Matif the March future settled down 0.34 at 121.35 while March Pibor slipped 0.07 to 95.35.

A raft of economic data is due next week, but Mr Dominique Barbet at Paribas Capital Markets in Paris said the recent rash of strikes in France would mean the figures would not be as reliable as usual.

The yield on one-year paper rose 5 basis points, while on 10-year bonds it rose 2 points. The spread over bunds rose 1 basis point to 42.

Italian bonds continued their sharp downward trend as investors fretted over the chance of early elections. The yield on two-year paper rose 2 basis points and that on 10-year bonds by 18 points. The spread over 10-year bunds widened by 16 points to 465 points while on Life the March future fell 0.95 to 109.08.

The spread of Swedish bonds over 10-year bunds rose 7 basis points to 271 points while Spanish yields bucked the high-yielders' trend, narrowing by 4 basis points over 10-year bunds to 350 points.

US Treasuries posted modest losses in early trading on the heels of several pieces of strong economic data. The yield on the 30-year Treasury climbed above 6.1 per cent for the first time in a week. Near midday the long bond was down 1/8 at 98 1/2 to yield 4.826 per cent.

Economic data was mostly stronger than forecast. The Federal Reserve Bank of Philadelphia's index of business conditions was a positive 3.8 in February, up from a negative 16.6 in January and manufacturers orders rose by a stronger than expected 1.5 per cent in December led by a 38 per cent jump in aircraft orders.

Mr Joseph Lirio of CIBC Wood Gundy expects production to pick up by the end of the quarter. But some analysts said the figures did not necessarily indicate that the trend toward economic slowing was over. Donaldson, Lufkin & Jenrette said the report continued to indicate weakness because, without the aircraft components, non-defence capital goods orders fell 0.4 per cent.

IDBI offers Rs5bn 'flexi-bond' issue

By Shiraz Siddique in New Delhi

The Industrial Development Bank of India (IDBI), the country's largest financial institution, yesterday launched a Rs5bn public bonds issue, with an option to retain over-subscription up to another Rs5bn. The issue, to open on February 26, will offer four types of bonds, each designed to meet the needs of different groups of investors.

The unsecured instruments, called "flexi-bonds", gives investors four options: deep discount bonds, with a maturity of 25 years, an early redemption option; easy redemption bonds, with a three or five-year maturity, which allows for easy liquidity; the regular income bond, which offers interest every half-year; and the retirement bond, with monthly payments designed to suit individual retirement plans.

The IDBI says it is mainly targeting the retail investor, with whom bonds have not been traditionally popular because they do not provide for easy liquidity. "The bonds guarantee good returns, and also easy and early exits for those who require liquidity," said Mr S.E. Khan, chairman and managing director of the IDBI.

"The bonds guarantee good returns, and also easy and early exits for those who require liquidity," said Mr S.E. Khan, chairman and managing director of the IDBI.

In 1992, when the IDBI innovated the concept of deep discount bonds with the facility of withdrawal before maturity, 1.16m small investors responded.

The IDBI, the world's seventh-largest development bank was set up by an Indian Act of Parliament 30 years ago. It was wholly owned by the government until last year, when it launched the biggest primary issue (worth Rs23.7bn) in the history of the Indian capital markets to reduce the government's stake to 78.5 per cent.

The bank sanctioned loans worth Rs198.33bn in 1994-95, and has disbursed cumulative loans worth over Rs1,200bn since it was established as a subsidiary of the Reserve Bank of India; the central bank is 100 per cent owned.

Argentina global more tightly priced than Mexican offering

By Conner Middelmann and Antonia Sharpe

Yesterday was a bumper day for emerging-market issuers, with the Republic of Argentina bringing its widely flagged \$1bn global issue and Mexico's Nafin issuing a novel high-risk, high-return bond in South African rand.

Although Argentina's credit rating of B1/BB- is below Mexico's BB/Ba2 ranking, it obtained a tighter pricing for its five-year bonds, which yielded 410 basis points over Treasuries at the re-offer price. Mexico's recent \$1bn five-year global issue trades at 440 basis points over Treasuries.

According to joint leads CS First Boston and Merrill Lynch, Argentina's spread tightened to around 408 basis points after the bonds were freed to trade. They reported

strong institutional demand in North America, where some 70 per cent of the offering was placed. About 90 per cent of that went to investment-grade, non-emerging-market accounts, they said.

INTERNATIONAL BONDS

Nacional Financiera, the Mexican development bank, became the first emerging-market borrower to sell eurobonds in an emerging market currency. It issued \$250m of three-year bonds with a 17 per cent coupon which attracted yield-hungry retail buyers in Europe and Latin American investors, said lead manager West Merchant Bank.

Some dealers described the combination of emerging-market credit and currency risk as

"double trouble", suggesting investors would do better to hold recent issues by high-rated borrowers in the Polish zloty market, which offer coupons of around 18.5 per cent.

But the lead manager argued that the euro-rand market and the underlying South African government bond market boast a longer track record and have already established a loyal clientele. Since its inception last October, the euro-rand sector has seen 35 issues totalling over R6bn.

Meanwhile, Brazil's OPP Petroquímica issued \$125m of eight-year bonds priced at 637 basis points over Treasuries; the spread narrowed to 620 points on the back of strong demand from investors in Europe and the US, lead manager CS First Boston said.

Also in Brazil, Eletropaulo, São Paulo's state energy com-

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Lists various international bond issues from Argentina, France, Italy, etc.

pany is preparing its eurobond debut, \$420m of possibly five-year bonds. Elsewhere, Morgan Stanley tapped demand for convertible bonds by issuing what it said

was the first public synthetic convertible bond whose underlying shares were based on a European company. It launched \$80m of six-year convertibles with a 2.75 per cent coupon. Each holder of \$1,000 of bonds has the right to exchange them for 1.59 shares in Daimler-Benz, the German car company. The conversion premium is 15 per cent.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Table of benchmark government bonds with columns for Country, Coupon, Red Date, Price, Day's change, Yield, Week ago, Month ago.

US INTEREST RATES

Table of US interest rates for Treasury Bills and Bond Yields.

BOND FUTURES AND OPTIONS

France

Table of French bond futures and options.

Germany

Table of German bond futures and options.

UK Gilts Prices

Table of UK Gilts prices.

BOND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%

Table of Liffe bond futures and options.

Italy

Table of Italian bond futures and options.

Spain

Table of Spanish bond futures and options.

Japan

Table of Japanese bond futures and options.

FT ACTUARIES FIXED INTEREST INDICES

Table of FT Actuaries Fixed Interest Indices.

FT FIXED INTEREST INDICES

Table of FT Fixed Interest Indices.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of FT/ISMA International Bond Service.

Argentina debt rating downgraded by S&P

By Antonia Sharpe

Standard & Poor's, the credit rating agency, has lowered the senior debt rating of Argentina, the Spanish banking group, to A plus from double-A minus to reflect the possibility that the group will be fully privatised in the medium term.

The Spanish government is set to sell about 25 per cent of Argentinaria soon after the general election next month, leaving it with a 25 per cent stake. S&P said the new ratings reflected the stand-alone commercial and financial strength of the group and did not factor in any additional potential support

from the state. A further factor in this downgrade was the decline in Argentinaria's banking margins, which is part of a sectoral trend affecting all Spanish banks.

Morgan Stanley is the global co-ordinator of the \$1.3bn offer of shares in Argentinaria and will also lead the US tranche. Banco Santander and SBC Warburg will lead the UK tranche and HBW and UBS the continental European tranche.

HSBC has wrested the rest of the world tranche lead away from Merrill Lynch, which has held this position in previous Argentinaria offerings. The other ROW tranche lead is BCI.

GILT EDGED ACTIVITY INDICES

Table of Gilt Edged Activity Indices.

CONVERTIBLE BONDS

Table of Convertible Bonds.

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هلنا امنه لاص

Rs5bn issue

EUROPEAN STOCK EXCHANGES

New rules, new rivals, new order

The Investment Services Directive, effective from last month, attempts to create a single European financial market. But, says John Gapper, it is not the only agent forcing change

For most of this century, European stock exchanges have stood as emblems both of national pride and restrictive practices. The market-makers of the London Stock Exchange and the hoekmen of Amsterdam have been symbols of a world that seemed unwilling to abandon esoteric traditions.

Although the Investment Services Directive (ISD) has got off to a slow start - only seven of the EU's 15 members were ready to implement it in full in January - the Amsterdam, Frankfurt and Paris exchanges have already laid out plans to use remote membership to improve domestic trading.

Mr Benn Steill, head of international economics at the Royal Institute of International Affairs, says that it is competitive forces, rather than legislative efforts from Brussels, that have given impetus to de-regulation. He argues that the ISD contains "escape clauses" that dilute its impact.

But few can now expect conservatism to survive. The implementation of the Investment Services Directive from the start of this year is but one sign of a revolution gathering pace in Europe. The forces of technology, regulation and competition are combining to break down barriers among exchanges and liberalise national markets.

Technology is making it easier to bring together trading participants, offering efficient execution of share transactions at low cost. The London Stock Exchange is planning share trading reforms to coincide with the introduction of its Sequence VI trading platform in August.

Mr Steill says that the original text of the ISD was liberal in intent, but was watered down by EU governments during talks in the Council of Ministers. He predicts that loopholes in the definition of a regulated market may allow countries such as Italy to exclude new exchanges such as Tradepoint.

Long-established traditions of equity trading are being questioned at many of the big European exchanges. Most exchanges are now casting nervous glances at their counterparts, wondering if they will encroach on their territory and compete directly with them.

National exchanges, now given the means to push into other markets, are not the only beneficiaries. Technology is also helping new providers such as Tradepoint, a UK exchange that gives institutional investors as well as brokers the chance to place, buy and sell orders, to compete with established exchanges.

But that day remains distant. For the rest of the century, stock exchanges are likely to compete more. There are already clear signs that continental exchanges are trying to wrest back from London the power it won in the trading of international shares.

Many of the smaller operators who have traditionally maintained a role in equity trading and broking are also becoming anxious. Both regional exchanges and small brokers are wondering whether they will be swept aside in a wave of consolidation as the weak go to the wall.

But the shift of power within the industry away from stock brokers and traders, and towards institutional investors, is exerting pressure on narrow broking margins. Investors are less likely to accept high levels

The Paris bourse has just disclosed plans for aggressive moves to offer institutional investors in London the ability to trade French equities. It is planning a telecoms "hub", allowing information to be transmitted between London and Paris, and transactions to be done remotely.

There are several forces for change: EU legislation increasingly means it is difficult for governments and stock exchanges to prevent competition from across their borders. Investment firms regulated in their own country can not only gain a "passport" to operate in others but also trade on overseas exchanges using remote access.

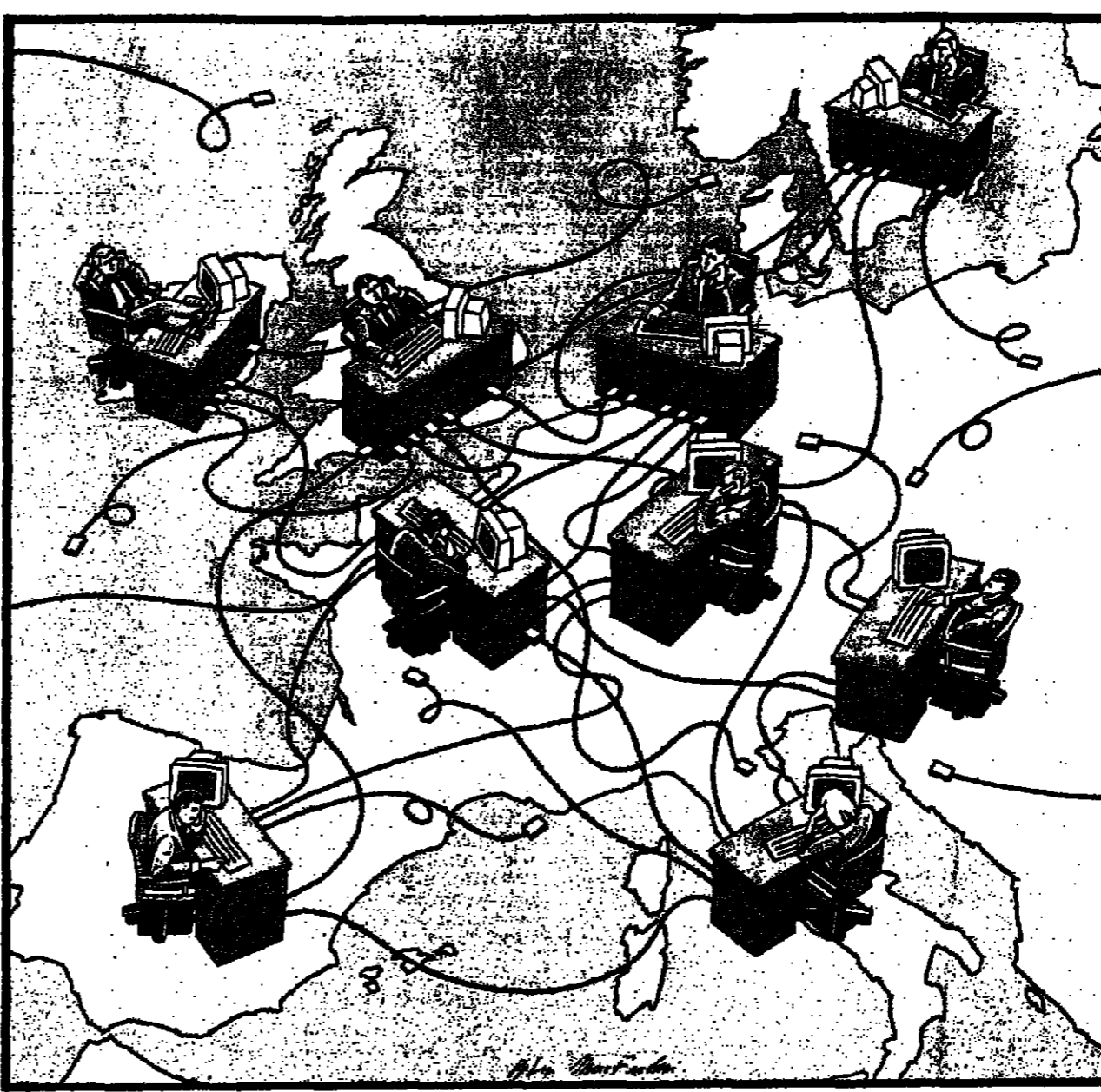
of commission and broad bid-offer spreads to subsidise inefficiencies.

He places more faith in European Monetary Union - despite the current doubts about whether it is achievable this century - as a means of allowing the amalgamation of exchanges. If currency anomalies are eliminated, Mr Steill says exchanges will be seen more clearly as interchangeable technology platforms.

For now, the chance of a single European stock exchange, as envisaged in the European Commission's 1985 white paper on the single market, still seems remote. Few participants, however, believe that the stock brokers and traders who own most European exchanges will be able to resist challenges to the old order.

These developments are aimed at capitalising on an already established trend away from Seaq International. Launched in 1988, Seaq is the electronic share trading system

that initially allowed London to capture a significant share of equity trading in what were then less liquid national markets. The system became a less efficient trading method in the early 1990s, with bid-offer spreads widening as the market-makers compensated for declining business. At the same time, continental exchanges implemented reforms to make themselves more attractive to investors.



The Amsterdam hoekmen have taken on the role of the stock specialists on the New York Stock Exchange, who trade single stocks. But the future of market-makers in London is to be determined in the next two months, by which time the exchange will have consulted its 350 members on the system they want.

A key reason for stock exchanges to move towards the more transparent order-driven method for trading small blocks is the demand from derivative exchanges for clear prices. These allow exchanges such as the Deutsche Terminborse (DTB) to fix accurate prices for traded futures and options.

Derivatives exchanges are already forming closer links, epitomised by a co-operation agreement between the DTB and Matif, the French futures exchange. In the long term, there could be integration of derivative and stock exchanges: electronic trading platforms dominate both.

What is clear is that not every exchange will survive the new world of liberalised trading. Large exchanges based in the capital cities such as London and Paris can be confident, but regional exchanges are more at risk. In particular, few expect all eight German stock exchanges to prosper.



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2 EUROPEAN STOCK EXCHANGES

London: by John Gapper

Crisis at liquidity leader

The next two months could decide London's future as Europe's dominant centre

For most of the 1990s, London has hardly faced a challenge to its position as the pre-eminent financial market of Europe.

London's modern pre-eminence as a financial centre rests on two pillars. One is the role it played in the formation of the Eurobond market in the 1960s; the other is the liquidity and maturity of equity trading in the UK.

The former reinforced its historic status as a leading international financial centre. As trading became more global, London went on to cement its place as the main trading place in the European time zone for foreign currency.

At times it has seemed that not even disaster can tarnish its image. On the face of it, the collapse of Barings, the merchant bank, last February seemed likely to undermine confidence in London: it suggested lax management at a respected UK institution and inadequate supervision.

London's supporters say it benefits from several qualities. London has open markets, liquidity and trading skills, and provides a good lifestyle for people living here.

Mr Gilles Vardey, director of markets development for the London Stock Exchange, says it has "a risk-taking culture" based on the buying and selling of equities that other Euro-

pean centres have difficulty matching.

Yet 1996 has opened on a doubtful note. There has been an upheaval at the exchange as its members struggle painfully to agree a new method of trading shares.

Since the early 1990s, when securities houses started to switch to direct trading on local exchanges, London's *Seaq* international electronic bulletin board has been in decline as a method of trading continental European equities.

But a more severe problem has been that of agreeing a new method of share trading. The current market-making system, which is based on investment banks providing constant two-way prices in shares, is seen as outdated.

Mr Lawrence says that, as other exchanges become more efficient, the decline of *Seaq* International as a means of trading continental equities is inevitable.

The most vital debate for London is the one that is taking place in the next two months over a new share trading method. With or without

the exchange and London markets.

The apparent crisis over trading reform has coincided with the Investment Services Directive, which allows European exchanges to place trading screens in other national centres.

The exchange argues that the disruption is temporary, and London could end up gaining if investment banks that operate from the UK are able to trade directly and cheaply on other exchanges.

Mr Vardey says that, as other exchanges become more efficient, the decline of *Seaq* International as a means of trading continental equities is inevitable.

He points out that 55 banks and investment banks still act as market-makers on *Seaq* International, arguing that it was essential in its early days to provide extra trading activity for equity markets that were restrictive and illiquid.

The most vital debate for London is the one that is taking place in the next two months over a new share trading method. With or without



Michael Lawrence: his dismissal raised serious questions

Paris: by Andrew Jack

The French revolution

Despite domestic problems, France has been at the forefront of cross-border trade

While many European stock markets have been bracing themselves for the potential changes brought about by the introduction of EU-inspired financial services deregulation, Paris has, to some extent, been secure in the knowledge it is well ahead in the game.

Substantial reform over the past few years of the country's financial markets means that the *Société des Bourses Françaises* (SBF), the operator of the French market, had little to do in the run-up to the launch of the European Investment Services Directive at the start of this year.

The delay in passing enabling legislation for the directive in the French parliament has been relatively unrelated to the stock market. The draft law has been held up largely by modifications to the way members of the governing council of the *Commission des Opérations de Bourse*, the market watchdog, are selected.

The modifications are being pushed through by Mr Jean Arthuis, the minister of finance and economics. Mr Arthuis was formerly a member of the finance commission of the French senate, which last year called for a new process for selecting council members.

Delays to the implementation of legislation seem to be having little effect on the pace of change in France. Unofficially, a number of London-based traders are already tapping into the French bourse directly, by calling their colleagues in Paris and asking them to conduct transactions.

Similar deals take place through Frankfurt, Geneva and Brussels.

Much more significant, of course, is the fact that the bourse is on the point of opening a telecommunications hub in the UK. It will offer direct access points to financial institutions and enable them to trade through the Paris bourse



Crossing over: the Paris Bourse is to open a telecommunications hub in the UK

In real time - a process that it says will be far more convenient and cheap than passing through the London stock exchange's *Seaq* international trading system.

"What is *Seaq* International?" jokes Mr Jean-François Théodore, chairman of the SBF. "It used to be very powerful. Now it is a ghost."

In moving its attention across the Channel, the bourse is following the *Matif*, the French financial futures market, which early last year obtained authorisation from the British Treasury to begin offering its trading screens in the UK.

Such infrastructure changes come on top of a growing policy of marketing - both within and beyond the EU - to encourage institutions and other investors to buy French equities and derivative products.

stock exchange authorities are expected to announce their decision during March. The SBF has already invested substantially in changing its computerised trading systems, both for domestic consumption and for sale elsewhere, with deals already completed on foreign stock markets such as Toronto.

"The battle is for non-French stocks," says Mr Théodore, whose exchange is developing clearing systems that will handle any European currency. A system dubbed "Euro-CAC" is already used for buying and selling non-French shares.

The SBF had little to do in the run-up to the ISD launch

An important development both domestically and internationally is the "nouveau marché", a stock market to be launched by the French this month and specifically targeted at new, fast-growing companies - many in the high technology and computer sectors.

The French government recently announced tax deductions for investors on the new market. These come on top of the abolition of stamp duty on transactions made by foreign investors on the main market.

national ambitions of the French bourse are already apparent in the new market. There are discussions about combining the operations of the "nouveau marché" with a similar one in Brussels.

One reason for such interest in other countries is the fact that the French stock market is already very international, partly because of the lack of substantial domestic investors such as pension funds.

Half of all turnover and one-third of investors last year were foreign, and non-French investors - in large part, the big UK pension funds - have been net buyers for several years.

While trading in non-French shares and the sale of the bourse's systems in other countries is an important occupation, it is not the whole story. The French cannot forget the fact that the domestic market remains the most significant - and troublesome - issue they will face over the next few years.

French equities have substantially under-performed most of their European counterparts in the past two years, and until recently there has been little sign of the trend reversing.

Mr Théodore argues that the conditions for corporate recovery are now in place, and they are helped by changes in at least two important structural factors affecting the French market. First, he says, is the fact that the market regulators have been baring their teeth recently to improve discipline and rigour.

Frankfurt: by Andrew Fisher

'The market that comes to you'

Deutsche Börse is working towards greater integration both at home and abroad

Share prices have hit new records this year on the Frankfurt stock exchange - the world's fourth largest and Europe's number two behind London - but the attention of its managers has been focused more on the opportunities opening up across Europe than on daily trading performance.

One of the biggest agents for change is the European investment directive, which came into effect on January 1. It allows non-bank investment groups to carry out activities more easily across borders, with a "passport" system that lets institutions regulated in one European Union country operate in others.

For the German exchange, this offers the chance of extending its links with other exchanges. Deutsche Börse AG, which runs the Frankfurt exchange and Deutsche Terminbörse (DTB), the futures and options exchange, is setting up communications access points in London this month and later in Zurich. These will connect users to Ibis, the electronic share trading system for big institutional investors, and the DTB.

"Now that the EU is extending the legal possibilities for dealing on the German stock market, Deutsche Börse must create the right technical and administrative conditions," says Mr Jörg Franke, a director of Deutsche Börse and the man who built up the DTB. The exchange regards the directive - still to be ratified by the Bonn parliament - as a golden opportunity: foreign dealers can easily be hooked up to Ibis and the DTB, which has used electronic systems since its launch in 1990.

Since the DTB co-operates with *Matif*, the French futures exchange, Paris already has an access point. The German and French exchanges are also working to create a "double platform", a common computerised network for trading equities, bond market products and derivatives. Traders will be able to deal in both countries' products on one screen.

Beyond this, the two markets hope to develop common settlement and clearing systems. Still outstanding, however, is a final agreement on technology.

Deutsche Börse has until the end of March to decide whether to use the new quotation system (NSC) developed by the French. If adopted, NSC would be used for the cash markets - eventually succeeding the Frankfurt exchange's combination of Ibis and floor trading - and the DTB system for derivatives.

Other market participants are linked to Germany by individual lines to Frankfurt. The new access points will thus cut communications costs and simplify access to Ibis and the DTB. Deutsche Börse will cut the one-off connection fee of DM25,000 for DTB participation. Users of the collective connections outside Germany will pay uniform monthly communications fees of DM4,500 per line to the DTB and Ibis mainframe computers. Deutsche Börse will assume the costs of switching from individual to collective connections.

Foreign dealers can easily be hooked up to both Ibis and the DTB, which has been fully electronic since it began in 1990

For those located away from one of the access points, or wanting individual connections, monthly fees will be DM6,500 per line. This rule will cover Belgium, Denmark, the UK, Liechtenstein, Luxembourg, the Netherlands, Austria and Switzerland. From other EU countries and Norway, monthly connection fees will be DM4,500.

Deutsche Börse says investors have welcomed its decision to set up the new access points and is marketing itself as "the stock exchange that comes to you". But as well as striving to build up its external links, the Frankfurt exchange, which accounts for 75 per cent of German trading in equities and bonds, has been working hard to upgrade its trading technology, improve service and integrate the country's eight bourses more.

Its strategy is three-pronged: to make all dealings, pre-setting and settlement activities electronic under its *Zeus* programme. This will be rev-

olutionary for the German market, ending the traditional system of floor trading and the role of the official price-setting brokers. It would greatly extend Ibis, which accounts for nearly 40 per cent of trading in the top 30 Dax stocks.

To forge co-operation and mergers between the leading bourses. In December, the Frankfurt, Düsseldorf and Munich exchanges agreed a pact with Berlin. Under the plan, welcomed by banks and foreign investors, they will all quote the same price for leading shares. Although Stuttgart, Hanover, Hamburg and Bremen still remain outside, the deal marks a significant change for Germany.

"Doing something about the fragmentation of the German market was long overdue," says Mr Rolf Breuer, chairman of Deutsche Börse's supervisory board and a director of Deutsche Bank. "It was necessary to achieve the main aims of the co-operation deal - uniform price formation and lower operating costs - as rapidly as possible."

To define its products more sharply. Mr Werner Seifert, Deutsche Börse's chief executive, has set out a policy of dividing its activities into clear categories: benchmark products (Dax blue chips and main bonds and futures products); domestic products (small- and medium-sized issues, of interest mainly to domestic investors, and other bonds and fixed-interest paper); and operation-based services (administration, settlement and other back office functions).

One result of this differentiation was the launch in January of the MDax index of 70 medium-sized stocks. Mr Reto Francioni, the Deutsche Börse director in charge of domestic products, thinks the MDax will be an important instrument for marketing German shares.

"We need the index as a benchmark for investments in mid-cap shares," he says. This new index includes such varied mid-cap stocks as Escada (fashion), Porsche (luxury sports cars), Wella (hair care) and Gehe (the fast-growing pharmaceutical wholesaler). Many fund managers are expected to track this index, thus giving a lift to trading in its component stocks, all of which are now on Ibis.

Accompanying Frankfurt's efforts to be at the technological and trading forefront have been much-needed legal changes. A tough new watch-

dog began operating last year and, much to the satisfaction of foreign investors, insider trading is now outlawed. In addition, companies now have to disclose market-moving news and key shareholdings.

More changes are imminent, but whether they will satisfy all the banks and investors - some of whom want the Bundesbank and the government to act more convincingly to pro-

mote German financial markets - is a moot point. A vital test will come late this year with the issue of some DM15bn worth of shares in the state-owned Deutsche Telekom. Last year saw a welcome flow of new issues after a lacklustre 1994, but Telekom will dwarf these. If successful, the *Notation* could unleash a new wave of interest in equities among risk-shy German investors.



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CONSOLIDATED FIGURES as of December 31, 1995 (Amounts in millions)

Table with financial figures: Shareholders' Equity and Minority Interests: Ptas. 291,524 (US \$ 2,401); Customer Funds: Ptas. 2,485,087 (US \$ 20,469); Total Assets: Ptas. 3,345,323 (US \$ 27,554); Loans and Discounts: Ptas. 2,044,064 (US \$ 16,836); Net Income for the year: Ptas. 61,762 (US \$ 509); Net Return on Average Equity (ROE): 21.42%; Net Return on Average Total Assets (ROA): 1.88%; Number of employees: 12,175; Number of branches: 1,835

Exchange rate at December 31, 1995: US \$ 1 = 121.409 ptas.

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Handwritten Arabic text: مكاتب الترخيل

RECRUITMENT

JOBS: The proliferation of human resource surveys is getting out of hand
Pushing the point with research

Hardly a day goes by without a survey about some aspect of human resources landing on the desk. It may have something to do with familiarity breeding contempt, but these surveys seem to be becoming repetitious and many do little more than state the obvious. One report came in last week trumpeting the less than astounding discovery that most chief executives who lost their jobs did so because their performance was poor. Its release was timed to ride on the back of the announcement by British Gas that its chief executive Cedric Brown was retiring, although, as those who released the report admitted, there was no suggestion that Brown was leaving because he wasn't up to the job. Many of these surveys are inspired by a desire to promote a particular company or aspect of an industry. They seem to be most prolific where the area under scrutiny is difficult to measure or quantify. All surveys, and attitude surveys in particular, are food and drink to public relations specialists. Their aim is to get a client's name in print as cheaply as possible. Perhaps it is churlish to carp but

these surveys are coming over the parapet in a continuous barrage. They are followed by a series of supporting telephone calls, softening up the target journalist, asking when the material will be used or whether it is of any interest. Most of the reports say something and we all need information. It is simply that what some of them have to say is not worth the candle. In many cases they are no more than advertising in another name. Bob Snell, managing director of Executives on Assignment, an agency which supplies temporary executives, was frank enough to admit the promotional value of surveys. He had just delivered one that looked at how companies fill gaps after getting rid of a particular job. The survey, from a mail shot of 16,000 companies on the agency's database, produced 288 replies. Two incentives were offered: a free copy of the final report for everyone who took part and a bottle of champagne for each of the first 12 replies. Snell said that the biggest companies sent back a standard letter saying they had a policy of not completing such surveys because they were too time-consuming.

He said that the survey was not only used to gain knowledge, but also to establish recognition of the company name among potential customers. "Frankly I was surprised by the response," he said. What was not surprising was the way that the report highlighted the benefits of using temporary executives. In some ways this is no bad thing because the interim management industry is comparatively young and has the task of selling its virtues. Some reports involve a worthy topic but need to be more thorough. One piece of research that appeared the other day, from Select Appointments, an international staffing services group, looked at the impact of the Social Chapter in Europe on temporary staffing. It suggested that one reason Spain was a big user of temporary employees was to evade the constraints of the Social Chapter. It quoted a Spanish director saying that short-term contracts were desirable for Spanish employers because it made it easier to get rid of people before the constraints of the Social Chapter began to bite. Temporary employment in

France, which also recognises the Social Chapter, was much lower. The report pointed to the rigorous use of work inspectors in France who check that companies are not using temporary employment as a way of avoiding the Social Chapter. Its conclusion was that if Europe is going to have such things as the Social Chapter, it had better make sure they are properly policed. The company says it plans to do more work on the subject. In another piece of research, Personnel Today magazine commissioned a survey which showed how UK employers were becoming increasingly attracted to flexible working because it reduced the need for overtime and temporary employees. Human resource executives said they thought that flexible working - mainly involving part-time working - was good for management and good for employees. But not everything is rosy for part-time workers, according to yet another report, this time from Roffey Park Management Institute, which reminds us that part-time workers now make up about 30 per cent of the UK workforce.

SALARIES, BONUSES AND CAR ALLOWANCES IN CITY OF LONDON FINANCE

| Position | Lower quartile £ | Median salary £ | Upper quartile £ | Average salary £ | Average bonus % | % with Car or allowance | Car or allowance £ value | £ year |
|------------------------|------------------|-----------------|------------------|------------------|-----------------|-------------------------|--------------------------|--------|
| Corporate finance head | 100,000 | 112,500 | 156,000 | 127,747 | 60.2 | 100 | 24,770 | 8,218 |
| Capital markets head | 128,800 | 142,500 | 185,500 | 145,800 | 50.4 | 100 | 20,000 | 9,184 |
| Bond sales head | 90,000 | 97,375 | 105,000 | 98,343 | 36.8 | 100 | 20,039 | 7,912 |
| Fund m'tment director | 110,000 | 133,948 | 147,000 | 130,463 | 46.0 | 86 | 29,125 | 9,340 |
| Eurobond trading head | 105,000 | 127,500 | 150,000 | 127,698 | 25.1 | 92 | 21,365 | 8,189 |
| Equity trading head | 86,500 | 100,000 | 143,750 | 112,100 | 66.6 | 100 | 19,250 | 8,222 |
| Private banking head | 74,301 | 95,286 | 110,000 | 94,860 | 28.9 | 88 | 19,806 | 7,823 |
| Head of research | 70,833 | 115,000 | 135,000 | 105,333 | 46.3 | 86 | 20,000 | 8,606 |
| Financial director | 66,700 | 80,715 | 90,000 | 86,056 | 19.9 | 86 | 22,183 | 7,354 |
| Chief fx dealer | 62,502 | 82,875 | 95,000 | 88,063 | 23.5 | 90 | 19,559 | 6,841 |
| Legal services head | 62,730 | 70,000 | 75,000 | 71,314 | 28.2 | 94 | 20,087 | 7,149 |
| Personnel director | 60,000 | 68,000 | 82,500 | 78,782 | 27.1 | 88 | 21,417 | 7,035 |
| Money markets head | 57,385 | 70,000 | 79,000 | 70,556 | 28.9 | 85 | 17,508 | 6,091 |
| D-P director | 56,135 | 60,000 | 73,700 | 69,574 | 25.4 | 78 | 16,301 | 6,553 |
| Credit manager | 36,036 | 46,441 | 50,800 | 43,588 | 9.4 | 93 | 16,583 | 5,322 |
| Customer services head | 26,550 | 30,150 | 37,800 | 31,823 | 7.2 | 41 | 13,503 | 5,329 |

Source: Day Associates

The Roffey Park report concludes that part-timers need to have approachable, supportive managers who are sensitive to their needs. They need encouragement and opportunities to develop their skills - and they need to be told what is going on. Could this not apply equally to full-time employees? Are managers so blinkered they need to be told this sort of thing? It seems, from this research, that they must be.

Finally, there are reports with hard data, such as the quarterly survey from Day Associates which covers pay awards among the international banks and investment houses and from which we have produced the above table. Joe Clark, who produces the report, says it is too early to be sure of trends in bonus levels based on the 1995 results but he thinks they may turn out to be similar to those last year. Early indications are that settlements on base pay may be slightly higher than the 4 per cent forecast in November. The report covers 336 jobs in 142 participating banks and finance houses. Since the last report, Day has merged its salary survey business with Monks Partnership. Copies of the report can be obtained from Joe Clark c/o Monks Partnership, The Mill House, Wendens Ambo, Saffron Walden, Essex CB11 4JX. Telephone 01799 54222. Fax 01799 541805. Price: £270 (£140 for participants).

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- Review all back office control systems and to bring procedures at offshore sites in line with head office practice.

QUALIFICATIONS

- Educated to degree level (preferably in a business area) and ACA qualified.
- Registered SFA Futures and Options representative (satisfaction of requirements for immediate registration would be considered).
- Extensive experience of preparation of financial reports and critical review of financial control systems.
- First hand experience in futures trading environment and some knowledge of industry developments in trading methods. Solid experience in review and/or implementation of back-office/accounting systems.
- Meticulous, technically able, clear communicator and proven all-round achiever.

Please send full cv, stating salary, ref FS602A1, to NBS, 10 Arthur Street, London EC4R 9AY



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THE COMPANY

- Highly regarded international banking group.
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THE POSITION

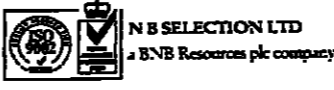
- Develop and train tomorrow's operations managers to provide the highest standards of service for personal and corporate customers.
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Ensure operational risk indicators are introduced effectively. Identify opportunities for improvement in all aspects of operations. Help manage growing centralised teams.


QUALIFICATIONS

- At least 15 years' senior management experience of banking operations in English speaking environment. International experience a major advantage.
- Good knowledge of IT banking systems, control systems, procedures and improvement techniques.
- Fully conversant with operational risk management.
- Proven clear communicator. Proactive and hands on management style. Confident and well-organised approach.

Please send full cv, stating salary and countries of interest, ref FS60206, to NBS, 10 Arthur Street, London EC4R 9AY



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Corporate Finance Executives

BZW is one of the world's leading integrated investment banks. Acting internationally as intermediary and adviser to major corporations and governments, BZW has the global reach and distribution power to meet the needs of issuers and investors worldwide and has a strong reputation for innovation and creativity.

Due to continued growth, positions are now available for recently qualified ACAs, lawyers, MBAs or graduates with investment banking or strategic consulting experience. Candidates should be able to demonstrate an excellent academic record, the ability to work in a team in pressured situations, ambition, initiative and maturity.


UK Corporate Finance


Applications are invited for a number of positions within the successful and growing UK Corporate Finance Department. Based within a transaction team, Executives will work closely with Directors and Assistant Directors on a wide and diverse range of transactions. The department fosters a culture of originality with an emphasis on teamwork, where input from Executives is sought and encouraged.

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This London based team works closely with BZW's worldwide network of offices in the origination and execution of cross-border M&A transactions. Candidates should preferably be fluent in at least one other European language in addition to English and possess strong technical and analytical skills. MBA's from top business schools would be particularly attractive.

Interested candidates should contact Ian Tucker or Paul Wilson at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH or telephone them on 0171 831 2000 or fax 0171 405 9649.





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Corporate Finance & Recovery

PW in Eastern Europe

The Corporate Finance & Recovery division of PW has achieved an outstanding reputation for the provision of innovative business advice to clients across some of the most exciting business sectors in the world economy. Nowhere is this more the case than in Eastern Europe where the combined effects of economic, social and political change have created both outstanding investment opportunities and the need for highly specialised financial and strategic advice.

As one of the longest established advisers in this region, PW has established strong credentials particularly in the Utilities, Petroleum, Manufacturing and Financial Services sectors. Our work spans the raising of project and other finance, strategic, structural and regulatory advice as well as more traditional M&A activities. Our plans for the future are impressive and require the recruitment and development of a number of experienced advisers.

£ Competitive Package


We have an interest in recruiting candidates across the entire region but offer particular opportunities in Poland, Russia and Romania.

Fluent in at least one Eastern European language as well as English, you will have three to five years experience of working in corporate finance, corporate recovery or strategy with a leading bank or advisory firm, or as a regulator. Strong business development, communication and analytical skills are prerequisites as are the energy and enthusiasm to thrive within a demanding environment. Remuneration will be competitive, reflecting the extent of your relevant experience and may include relocation assistance if appropriate.

Interested candidates should contact Charles Macleod, at Price Waterhouse, No.1 London Bridge, London SE1 9QL. Fax: 0171 939 4707


Price Waterhouse
Corporate Finance

Price Waterhouse is authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.




The EIB, the financial institution of the European Union, is currently seeking for its Directorate for Lending Operations outside the European Union at its headquarters in Luxembourg:

Lending/Credit Specialists (m/f)



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Duties: financial analysis, coordination of project appraisal and monitoring in one or more countries in Africa, Eastern Europe, Asia and Latin America.

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Languages: excellent knowledge of English or French and a good command of the other is essential. Knowledge of other Community language would be an advantage.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. It is committed to a policy of equal opportunities and applications for these posts are sought from both men and women.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send a detailed curriculum vitae, either in English or French, together with a letter and photograph, quoting the reference, to:

EUROPEAN INVESTMENT BANK
Recruitment Division (Ref. PA 9610)
L-2950 LUXEMBOURG. Fax: (00352) 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.

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One of the world's largest medical technology companies, with around 3800 employees in Europe, we seek a Business Analyst for our European Diagnostic Division.

Reporting to the European Division Controller, you will be responsible for giving comprehensive financial support to this business.

Your contribution will essentially be in the following 2 areas:

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- pro-active business and financial support.

You will also be in charge of:

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- the performance of financial analyses,
- the elaboration of Divisional Forecasts/Budgets and Long-Range Plans,

30/35 years of age, you hold an undergraduate degree in accounting, economics or business, with a sound knowledge of accountancy (US GAAP). A professional accountancy degree/MBA will be valued. A minimum of 3 years experience within the financial department of a multinational company complemented with excellent knowledge of PC and mainframe systems is required.

Fluency in English and another major European language is essential to be successful in this position based at our European Headquarters in France - Grenoble area.

Please send your resume + handwritten letter under reference 415 to **BECTON DICKINSON** - 5 Chemin des Sources BP 37 - 38241 MEYLAN cedex - FRANCE.

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You are likely to be aged 28-35 and have had a minimum of 2 years' relevant experience in the marketing of interest rate derivatives. A good command of French will be advantageous.

Essential qualities are the ability to 'make things happen' and to enjoy working in a demanding yet stimulating environment.

There is an attractive remuneration package, including good basic salary, bonus, car allowance, mortgage subsidy and other attractive benefits.

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Keith Cathbertson, Head of Human Resources,
135 Fleet Street, London EC4A 2ED

مكتبة الأصيل

Handwritten note in Arabic script at the top of the page.

Director of Business Planning

The Hertz Corporation, a world leader in the transportation service industry, has an immediate opportunity for a Director, Business Planning, in our Cranford European Headquarters.

Your primary responsibilities will encompass analysis of operating results, application of cost volume profit studies, project profitability analysis, cash flow forecasts, acquisition/divestiture analysis as well as preparation of annual Business Plans, Capital Plans, Strategic Plans and monthly financial forecasting.

You will be managing a Business Planning team and working closely with Line Operating Controllers on a Pan European basis.

This position requires a fast track individual with superior communication and analytical skills and advanced microcomputer expertise. Your background must include an MBA in Finance (Chartered Accountant a plus) and at least 5-7 years of demonstrated achievement in financial planning and analysis in a corporate or public accounting environment. Fluency in a European language would be an additional advantage.

With a highly attractive salary, you will receive benefits including an executive car, BUPA membership and a pension plan.

Please send your c.v. to James Shipside, Hertz Europe Limited, Hertz House, 700 Bath Road, Cranford, Middlesex TW5 9SW.



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Investment Analyst European Oil & Gas

Kleinwort Benson Securities is a major UK securities house with highly regarded research which is distributed internationally to institutional clients. We are looking for an analyst to work within our Oil & Gas team in London. As a well qualified graduate, you are likely to have between 2-5 years of either City experience in the oil sector or working within the oil industry. You will be highly computer literate, preferably with experience of Excel. An understanding of basic accounting principles is desirable. You will be a self starter and very ambitious, and will possess excellent written and verbal communication skills, along with the desire to become a ranked analyst.

If you are interested in this position please write to Carol Booth in Group Personnel at Kleinwort Benson Limited, 20 Fenchurch Street, London EC3P 3DB.

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Securities Limited**

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Our client, a prestigious US investment bank, is looking for an experienced Product Manager. Reporting to a senior Managing Director you will play a key role in all aspects of trading, structuring and the selling of Mortgage and Asset Backed Securities. The successful candidate will liaise between New York trading, London sales force and European accounts.

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- MBA and track record of academic excellence.
- Fluency in two European languages.
- High level of integrity together with excellent communication and leadership skills.

The following attributes are critical:

- Significant commercial exposure to the international finance community, with at least five years' trading and structuring experience at senior level.
- Detailed buy side experience of both US and global Senior and Subordinate Mortgage and Asset Backed products.

The remuneration package tailored to the successful applicant will be competitive. To apply, please write enclosing a full CV, to: Alastair Lyon, Confidential Reply Handling Service, Ref 359, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please indicate any organisations to which your details should not be sent.

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- degree level education

Responsible for UK equities in a small, award winning, top-ranked team.

Should be capable of acting on own initiative within a disciplined framework, articulate concepts and strategy.

Experience of non-UK markets, presentations and people management skills advantageous.

Remuneration package in line with best banking practice.

Reply with CV and current salary in strict confidence to:

PO Box A5277, Financial Times
One Southwark Bridge, London SE1 9HL

Financial Analyst

You will join a small financial engineering team developing a range of investment products and producing client proposals and reports to assist their sales and marketing. Your role will involve supporting all these activities using our proprietary software.

A graduate with a degree in a numerate discipline, strong analytical skills and a high standard of computer literacy, your financial experience will ideally be complemented by an understanding of economics and international financial markets. Applications for a similar post will be considered from outstanding candidates confident of graduating with a good financial degree this year.

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The position involves supporting the maintenance and development of our quantitative trading methods and risk management systems. A high calibre graduate in a numerate degree, you will have experience of programming in C/C++ and knowledge of UNIX and ORACLE would be advantageous. A background in statistics and mathematical programming would also be desirable.

This is an opportunity to join a company that recognises that its people are its most important asset and that their contribution enhances the reputation and continued success of the company.

Our competitive financial services benefits package includes excellent bonus potential and profit sharing.

Please send your cv indicating which position you are interested in, and your current remuneration to Denise Perret, Recruitment Manager, E.D. & F. Man Group plc, Sugar Quay, Lower Thames Street, London EC3R 6DU.

E.D. & F. MAN INVESTMENT PRODUCTS LTD.

Environmental Finance Advisor for Slovakia

The International Environment Program at IID seeks a Slovakia-based environmental finance advisor (EFA). The EFA works closely with relevant ministries of the Gov. of Slovakia and organizations involved with environmental investments. She is involved in all aspects of env. finance including the ID, and evaluation of capitalization mechanisms and investment projects, and the creation and reform of financing institutions. She is supported by an assistant EFA, an env. technical advisor, expert short-term consultants and a Cambridge-based manager. Position is located in Bratislava (one hour east of Vienna).

Must have master's or Ph.D. in finance, economics, environmental economics, or MBA with min. five years experience in env. finance or policy analysis of natural resources and env. issues. Expertise and exper. in financing mechanisms to support environmental investments is essential. Diverse background in applied environmental and natural resource economics, or business and the env. is preferred. Experience working overseas as a financial expert or policy advisor in transitioning economies or developing countries desirable.

Send cover letter and resume ASAP to Professional Recruitment, IID, One Eliot Street, Cambridge, MA 02138, USA, Fax: 617-485-0527.

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TECHNICAL ANALYST

Covering Foreign Exchange, Bond & Money Markets

L.D.E.A., the premier on line analytical service, seeks a Technical Analyst for its London office to analyse and provide advice to clients on the foreign exchange, international bond and money markets. Duties would include writing technical commentaries for L.D.E.A.'s products, servicing our worldwide client base and presenting technical views in the media. Good communication skills and firm opinions are essential.

The ideal candidate should have some experience in the technical analysis of relevant markets, with a bias towards classic charting techniques, Elliott wave analysis and cycles, though experience in other areas will certainly be considered. In exchange a competitive salary is offered.

Please forward your CV to Chris Turner at:
IDEA Ltd, Lincoln House,
296 High Holborn, London WC1V 7JH
Telephone 0171 430 2888 Fax: 0171 430 2777

GLOBAL RESEARCH OTE £80,000

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Please send CV to Justyn Trenner, Head of Global Research, Fax +44 171 779 8769

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SUCCESSFUL CAPITAL MARKETS BROKERAGE HOUSE looking to expand its team of swaps brokers in Paris. Candidates must be multilingual, experienced and have a strong desire to succeed. Positions are available for two team players, a chance to excel in both major European swaps and basis swaps. Please contact Box AS289, Financial Times, One Southwark Bridge, London SE1 9HL.

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This position reports to the Director of the Refining of Petrochemicals Business Unit in Germany, and will have responsibility for sales development and promotional activities, including client visits, technical presentations, proposal preparation, sales strategy, and other activities designed to develop the market and receive orders.

We offer a competitive salary, excellent benefits and superior working conditions. Our present office is located in Dubai, UAE.

To be considered for this career opportunity, please send your resume with salary requirements in complete confidence to:

A degree in Chemical Engineering, and experience as a Process Engineer in the refinery and petrochemical areas are required. Experience in sales and marketing would be an additional benefit.

KRUPP KOPPERS GMBH
Attn. P. Fritz
Personnel Department
Abendorfer Straße 120
45143 Essen
Germany



de: Thomas le Carpentier Ref: à rappeler: TCM 762

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DEPARTEMENT FINANCE
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THE CLIENT

- Highly successful UK Merchant Bank with a significant track record in cross border mergers and acquisitions.
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THE ROLE

- Evaluate ideas using valuation and financial modelling techniques.
- Research, origination and execution of cross border mergers and acquisitions in this area.
- Reporting to the Director responsible for the Benelux region, there are excellent opportunities for professional development and advancement.

THE CANDIDATE

- A graduate with either a masters degree or professional accounting qualification.
- A minimum of two years relevant experience gained within either a Bank, Strategy Consultancy or professional Accountancy firm.
- An excellent knowledge of Dutch corporates, fluency in Dutch and English, and knowledge of the European tax and regulatory frameworks are essential.

Interested candidates should apply by submitting their CV to John Axworthy at Axworthy Oliver Associates, St Martins House, Priory Court, Pilgrim Street, London EC4V 6DR or alternatively call him on 0171 329 3434 Fax: 0171 248 0073.



Fluent German - Investment Banking

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(Rec Cons)
Fax:
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We are now seeking to expand the Liverpool-based Sales Desk with an experienced UK institutional salesperson. You should already have a proven record in institutional sales with the technical ability and interpersonal skills to promote and communicate our research and investment ideas.

The position has excellent progression potential and financial rewards are considerable. Please write with full career history and current remuneration details to:

Neil Herbert, Personnel Manager, Charterhouse Tilney Securities Limited
1 Paternoster Row, St Pauls, London EC4M 7DH, Quoting Ref. NH0702.

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THE ROLE

- Report to the Chairman, Chief Executive and Board. Responsible for a team of accountants, staff, and for the integrity of the Group accounts. Liaise with external advisors, banks etc.
- Provide management and the Board with first-class financial reporting, management information and controls. Reviewing systems and resources to ensure efficiency and business focus.
- Contribute significantly to strategic planning, supporting land purchase decisions, assessing risk, providing models to ensure profitability, and monitoring performance against plan.

THE QUALIFICATIONS

- Probably 35-45, graduate level, FCA or ACA, experienced in working with external advisors and managing City relationships.
- Experience with house building, construction or allied sectors would be advantageous. IT literate and skilled in developing financial and control systems to satisfy user expectations.
- Practical, analytical and numerate. Inquiring nature, challenging the status quo and seeking improvement. Mature and mature to join the Board within an agreed period.

Please reply with full details to:
Selector Europe, Ref. F10740264,
Aldington Court, Greenacres Business Park,
Styal Road, Manchester M22 5LQ

Manchester 0161 499 1700  

Group Finance Director

Six Figure Package Glasgow

Scottish Television plc holds the ITV franchise for Central Scotland and is one of the UK's leading independent quoted media groups with a market capitalisation in excess of £350 million. With established wholly-owned and joint-venture operations in broadcast and production, it is poised to take full advantage of the proposed changes in broadcasting regulation and ownership. Following promotion of the incumbent Managing Director, the Board now wishes to appoint a talented finance professional to play a key role in what is likely to be a period of tumultuous change.

THE ROLE


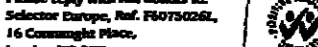
- Supporting the Board by maintaining tight financial management and control and first-class IT, company secretarial, legal and administrative functions to manage existing and new businesses and shared ITV services.
- Evaluating and negotiating initiatives to enhance the existing franchise and grow new revenue streams through joint ventures and acquisitions.
- Motivating and enthusing a lean, recently restructured team to deliver continuous cost reductions and first-class support to the current and acquired businesses.

THE QUALIFICATIONS

- Mature and ambitious finance professional aged 35+, with experience of contributing to or advising at board level. Prior corporate development experience essential, particularly M&A, preferably in a high technology or creative service environment.
- Gifted communicator and presenter, able to evaluate and negotiate business opportunities, think laterally and translate a demanding strategy into tangible results.
- Outgoing and confident team player who will thrive and enjoy working in a pressured fast-moving industry.

Scottish Television plc is an equal opportunities employer

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London 0171 493 1238
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Finance Director

c. £50,000 + benefits Godalming, Surrey

As the global force for conservation, WWF is committed to saving threatened wildlife species and their habitats. With a budget approaching £25 million, the UK national organisation is a driving force in this thriving global agency, funding and managing more than 300 projects in the UK and some 30 countries around the world. Having recently restructured, with a revitalised management team and strengthened international relationships, WWF-UK now seeks a dedicated, top-quality finance professional to contribute to its continuing evolution and growth.

THE ROLE

- Responsible to the Chief Executive for the provision of first-class finance, MIS, database and administrative services. Influential member of the team directing the programme of conservation and education projects, fundraising and communications.
- Enhancing information flows to support management decision-making, with particular focus on overseas projects.
- Leading in development of new operating practices throughout the WWF International Network. Liaising with professional advisors and further strengthening WWF's influence in the voluntary sector.

THE QUALIFICATIONS

- Qualified accountant, with significant experience in financial planning and performance management appropriate for a progressive, flexible and responsive organisation. Used to contributing across a broad front at Board level. Charity background not crucial.
- Proven team leader with mature judgement and interest in people development. Conversant with the potential applications of the latest IT from a managerial perspective.
- Practical and constructive, with confidence to challenge ideas. Extrovert with sense of humour. Adept communicator, able to foster strong relationships with colleagues across national and cultural boundaries.

WWF-UK is an equal opportunities employer

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- The Director Internal Audit will be responsible for furthering the fundamental review of audit practice already begun, working with line management to develop a partnership approach to assessing business risk and implementing effective internal control procedures.
- He/she will continue to improve the quality of the internal audit function through recruitment, training and development programmes. The department's resources will be available to provide broader financial/analytical services to the group on an ad hoc basis.

- A charismatic individual with strong leadership skills is needed to motivate and challenge this key resource. Energetic, intellectually flexible, commercially minded and ambitious, he/she will have excellent interpersonal skills and will be able to rapidly establish credibility with the group's senior management.
- This role provides a rare opportunity to enter the group at a very senior level in finance and make a major contribution to the finance team. It is expected that the right candidate will progress to a senior line finance appointment elsewhere in the group within 2-3 years.
- Qualifications: a first class academic background and either experience as a partner/senior manager in a major accountancy firm or a senior position within a large international internal audit function. It is likely that the right candidate will have achieved all of this by their mid to late thirties.

Please apply in writing quoting reference 1099 with full career and salary details to:
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http://www.ghoes.co.uk/whitehead

Financial Controller


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Our client, GE Lighting is a key division within the GE Group of companies and its European operations have a turnover in excess of \$700 million. It has 13 manufacturing sites across Europe employing over 12,000 people and was one of the first companies to invest in Eastern Europe.

As a result of internal movement they now seek to recruit a Financial Controller for their Hungarian operation. Reporting into the European Financial Controller and managing a team of 40 staff, responsibilities will include all monthly management reporting to strict deadlines, some treasury work, a broad range of tax issues and financial systems enhancement. Further, you will be fully responsible for the preparation of local statutory accounts.

The successful candidate will need to be a qualified accountant with several years' experience, preferably gained within a manufacturing environment. They will need to have a good knowledge of US/UK GAAP reporting, foreign exchange management and any local reporting experience would be a distinct advantage. In addition, they will need to be highly computer literate in both mainframe financial software and PC spreadsheets and possess excellent communication skills being fluent in both English and Hungarian. The ability to direct and motivate staff to meet short and long term business objectives is also a pre-requisite.

Interested candidates should forward a comprehensive curriculum vitae, stating a daytime telephone number and current remuneration, and quoting reference number 275541, in strictest confidence, to Hugh Everard, Director at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LH, England or fax +44 (0) 171 404 6370.



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Die Aufgabenschwerpunkte sind:

- Neben den klassischen Prüfungen im Finanz- und Rechnungswesen umfasst der Aufgabenkreis sämtliche Funktionsbereiche, wie z.B. Personalwesen, Produktion, Materialwirtschaft, Vertrieb
- Sicherstellung der Ordnungsmäßigkeit sowie Wirtschaftlichkeit der Kontrollsysteme und der funktionalen Effizienz der Geschäftsabläufe
- Aufdecken von Schwachstellen und beratende Begleitung zur Beseitigung erkennbarer Mängel
- Ansprechpartner für das jeweilige Management und für externe Prüfer

Der/die erfolgreiche Kandidat/in sollte eine abgeschlossene Ausbildung zum MBA, CA, CPA, Diplom-Kaufmann o.ä. und/oder US-Accounting/Auditing in internationalen WP-Gesellschaften (Big Six) oder in der internen Revision gesammelt haben. Darüber hinaus sind sehr gute deutsche und englische Sprachkenntnisse erforderlich. Weitere Fremdsprachenkenntnisse sind von Vorteil.

Da die Prüfungen weltweit in allen Konzerngesellschaften stattfinden, muß die Bereitschaft zu häufiger Reisebereitschaft (bis zu 75%) vorhanden sein. Die Konzernrevision ist dem Vorstand unterstellt. Sie berichten direkt an den Manager Group Internal Audit.

Interessierte Kandidaten/innen senden ihre aussagefähigen Bewerbungsunterlagen bitte unter Angabe der Referenz ID/2041 an Herrn Jürgen Dönges, Michael Page Deutschland GmbH, Steinstr. 13, 40212 Düsseldorf Germany, Tel. (+49) 49 211 32 44 55



Michael Page International
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مکان العمل

Director of Business Planning

The Hertz Corporation, a world leader in the transportation service industry, has an immediate opportunity for a Director, Business Planning, in our Cranford European Headquarters.

Your primary responsibilities will encompass analysis of operating results, application of cost volume profit studies, project profitability analysis, cash flow forecasts, acquisition/divestiture analysis as well as preparation of annual Business Plans, Capital Plans, Strategic Plans and monthly financial forecasting.

You will be managing a Business Planning team and working closely with Line Operating Controllers on a Pan European basis.

This position requires a fast track individual with superior communication and analytical skills and advanced microcomputer expertise. Your background must include an MBA in Finance (Chartered Accountant a plus) and at least 5 - 7 years of demonstrated achievement in financial planning and analysis in a corporate or public accounting environment. Fluency in a European language would be an additional advantage.

With a highly attractive salary, you will receive benefits including an executive car, BUPA membership and a pension plan.

Please send your c.v. to James Shipside, Hertz Europe Limited, Hertz House, 700 Bath Road, Cranford, Middlesex TW5 9SW.



We are an equal opportunities employer

Investment Analyst European Oil & Gas

Kleinwort Benson Securities is a major UK securities house with highly regarded research which is distributed internationally to institutional clients. We are looking for an analyst to work within our Oil & Gas team in London. As a well qualified graduate, you are likely to have between 2 - 5 years of either City experience in the oil sector or working within the oil industry. You will be highly computer literate, preferably with experience of Excel. An understanding of basic accounting principles is desirable. You will be a self starter and very ambitious, and will possess excellent written and verbal communication skills, along with the desire to become a ranked analyst.

If you are interested in this position please write to Carol Booth in Group Personnel at Kleinwort Benson Limited, 20 Fenchurch Street, London EC3P 3DB.

**Kleinwort Benson
Securities Limited**

Mortgage and Asset Backed Securities PRODUCT MANAGER

A challenging role with a leading player in Fixed Income

Our client, a prestigious US investment bank, is looking for an experienced Product Manager. Reporting to a senior Managing Director you will play a key role in all aspects of trading, structuring and the selling of Mortgage and Asset Backed Securities. The successful candidate will liaise between New York trading, London sales force and European accounts.

The following attributes are critical:

- Significant commercial exposure to the international finance community, with at least five years' trading and structuring experience at senior level.
- Detailed buy side experience of both US and global Senior and Subordinate Mortgage and Asset Backed products.

- In-depth understanding of portfolio management strategies.
- Demonstrably superior marketing skills and the ability to build client relationships.
- MBA and track record of academic excellence.
- Fluency in two European languages.
- High level of integrity together with excellent communication and leadership skills.

The remuneration package tailored to the successful applicant will be competitive. To apply, please write enclosing a full CV, to: Alastair Lyon, Confidential Reply Handling Service, Ref 359, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please indicate any organisations to which your details should not be sent.

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UK EQUITY FUND MANAGER

MAJOR INTERNATIONAL BANK

- minimum 2 years as a UK portfolio manager
- degree level education

Responsible for UK equities in a small, award winning, top-ranked team.

Should be capable of acting on own initiative within a disciplined framework, articulate concepts and strategy.

Experience of non-UK markets, presentations and people management skills advantageous.

Remuneration package in line with best banking practice.

Reply with CV and current salary in strict confidence to:

PO Box A5277, Financial Times
One Southwark Bridge, London SE1 9HL

Financial Analyst

You will join a small financial engineering team developing a range of investment products and producing client proposals and reports to assist their sales and marketing. Your role will involve supporting all these activities using our proprietary software.

A graduate with a degree in a numerate discipline, strong analytical skills and a high standard of computer literacy, your financial experience will ideally be complemented by an understanding of economics and international financial markets. Applications for a similar post will be considered from outstanding candidates confident of graduating with a good financial degree this year.

Research Programmer

The position involves supporting the maintenance and development of our quantitative trading methods and risk management systems. A high calibre graduate in a numerate degree, you will have experience of programming in C/C++ and knowledge of UNIX and ORACLE would be advantageous. A background in statistics and mathematical programming would also be desirable.

This is an opportunity to join a company that recognises that its people are its most important asset and that their contribution enhances the reputation and continued success of the company.

Our competitive financial services benefits package includes excellent bonus potential and profit sharing.

Please send your cv indicating which position you are interested in and your current remuneration to Denise Perrett, Recruitment Manager, E D & F Man Group plc, Sugar Quay, Lower Thames Street, London EC3R 6DU.



E D & F MAN INVESTMENT PRODUCTS LTD

Environmental Finance Advisor for Slovakia

The International Environment Program at IID seeks a Slovakia-based environmental finance advisor (EFA). The EFA works closely with relevant ministries of the Govt of Slovakia and organizations involved in environmental investments. She is involved in all aspects of env. finance including the ID, and evaluation of capitalization mechanisms and investment projects, and the creation and reform of financing institutions. She is supported by an assistant EFA, an env. technical advisor, expert short-term consultants and a Cambridge-based manager. Position is located in Bratislava (one hour east of Vienna).

Must have master's or Ph.D. in finance, economics, environmental economics, or MBA with min. five years experience in env. finance or policy analysis of natural resources and env. issues. Expertise and expor. in financing mechanisms to support environmental investments is essential. Diverse background in applied environmental and natural resource economics, or business and the env. is preferred. Experience working overseas as a financial expert or policy advisor in transitional economies or developing countries desirable.

Send cover letter and resume ASAP to Professional Recruitment, IID, One Eliot Street, Cambridge, MA 02138, USA. Fax: 017-485-0527.

Harvard University is an affirmative action/equal opportunity employer.



TECHNICAL ANALYST

Covering Foreign Exchange, Bond & Money Markets

I.D.E.A., the premier on line analytical service, seeks a Technical Analyst for its London office to analyse and provide advice to clients on the foreign exchange, international bond and money markets. Duties would include writing technical commentaries for I.D.E.A.'s products, servicing our worldwide client base and presenting technical views in the media. Good communication skills and firm opinions are essential.

The ideal candidate should have some experience in the technical analysis of relevant markets, with a bias towards classic charting techniques, Elliott wave analysis and cycles, though experience in other areas will certainly be considered. In exchange a competitive salary is offered.

Please forward your CV to Chris Turner at:

IDEA Ltd, Lincoln House,
296 High Holborn, London WC1V 7JH
Telephone 0171 430 2888 Fax: 0171 430 2777

GLOBAL RESEARCH OTE £80,000

A Division of Euromoney Publications PLC

Global Research wishes to recruit a high calibre individual to develop client relationships internationally. Responsibilities will include winning new business, developing research projects, supporting analysis and working with senior management within client organizations to apply findings.

Please send CV to Justyn Tremner, Head of Global Research, Fax +44 171 779 8769

APPOINTMENTS WANTED

An extensively experienced bank/lawyer Fellow of the Chartered Institute of Bankers, London, Bachelor and Master of Laws degrees (LLB & LLM) University of London, seeks a suitable position, or legal practice. Write C/O 317-1460 105th Ave, Surrey, BC Canada V34 1R7

SUCCESSFUL CAPITAL MARKETS BROKERAGE HOUSE

Looking to expand its team of swaps brokers in Paris. Candidates must be multilingual, experienced and have a strong desire to succeed. Positions are available for two team players, a chance to excel in both major European swaps and bond swaps. Please contact Box A5280, Financial Times, One Southwark Bridge, London SE1 9HL.

CONSULTING AND SALES SUPPORT A rapidly growing software house delivering securities trading and settlement systems to companies in the City, requires experienced sales staff. If you have a good working knowledge of the front and back office process across the board, equities and repo markets, we would like to hear from you. Please write with CV and salary details to Box A5276, Financial Times, One Southwark Bridge, London SE1 9HL.

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Krupp Koppers, a worldwide leader in the process design for the recovery/separation of pure Aromatics through extractive distillation or liquid/liquid extraction, and other related areas in the oil and gas sector, has an immediate need for a process engineer for the marketing and business development of these technologies and services in the Middle East.

Business Development Process Engineer

This position reports to the Director of the Refining and Petrochemicals Business Unit in Germany, and will have responsibility for sales development and promotional activities, including client visits, technical presentations, proposal preparation, sales strategy, and other activities designed to develop the market and receive orders.

We offer a competitive salary, excellent benefits and superior working conditions. Our present office is located in Dubai, UAE.

To be considered for this career opportunity, please send your resume with salary requirements in complete confidence to:

KRUPP KOPPERS GMBH
Attn. P. Fritz
Personnel Department
Alhendorf StraÙe 120
45143 Essen
Germany



de : Thomas le Carpentier Ref. à rappeler : TCM 762

Ø : Un financier, 35 ans environ, expert comptable ou possédant un diplôme de bon niveau universitaire, avec une première expérience dans un cabinet d'audit, puis une autre expérience dans un environnement européen (industrie ou services) à un poste de Directeur Financier, où la gestion des hommes et des affaires est au moins aussi importante que la seule responsabilité des chiffres.

obj: DIRECTEUR FINANCIER EUROPE - Paris - (60) Kf+ Business Affairs Director (+ volume)

L'un des leaders mondiaux dans son domaine (communication) recherche son nouveau Directeur Financier Europe, membre du comité de direction européen, interface entre le siège mondial et l'Europe. Celui-ci est le garant de l'information chiffrée du réseau (budget et reporting), de toute opération ponctuelle (acquisition, fusion...) au niveau européen, et le conseil des managers locaux. Responsable du suivi des comptes internationaux, il négocie et suit les grands contrats internationaux.

DEPARTEMENT FINANCE

83, rue Croix-Nivert - 75012 Paris - Tél. (33) 1 44 75 82 00 - Fax (33) 1 44 75 82 01

EXPERIENCED INVESTMENT ANALYST/PORTFOLIO MANAGER



Edinburgh

Our client is part of one of the worlds largest investment management groups with over \$130bn assets under management. The group employs in excess of 4,500 staff globally with offices in the UK, Bahamas, USA, Canada, Australia, Hong Kong, Singapore and Germany.

Continued expansion has resulted in the need to enhance the investment team in Edinburgh which manages a range of global equity and bond portfolios based upon the excellence of their team of global analysts. All members of the research teams are both analysts and portfolio managers.

We seek an individual probably with 3 to 5 years experience of successful stock selection with a track record of producing a significant real return on investments.

Educated to degree level and ideally IIMR qualified, the successful applicant will be self-motivated and open-minded with the courage to explore

unusual stocks in an environment where market changes present opportunities to outperform the field.

Candidates will be seasoned analysts with the ability and confidence to present the company to existing and prospective clients as well as the determination to be successful through dedication to continual learning and self development. The role requires a team player who is prepared to be flexible and mobile, and who although possessing proven expertise in particular sectors or markets, relishes the challenge of developing their career in new ones.

Realistic and down to earth, the right individual will enjoy choosing stocks and will see self-development in a world class investment company as central to their aspirations.

An excellent rewards package including a City scale salary will be paid to the successful applicant.

FLETCHER JONES
search and selection

Applications with full CV and salary details to: Graeme Knox or Richard Fletcher at Fletcher Jones Limited, 10 Castle Street, Edinburgh EH2 3AT. Telephone 0131-226 5709, fax/telex 0131-220 1940.



Old Mutual International Asset Managers (UK) is a rapidly growing asset management company. It has a stable, committed team of investment professionals and has delivered superior investment performance for its clients.

DEALING ASSISTANT

We have created a challenging new position to assist our portfolio managers in their dealing activities.

The successful candidate will be working closely with portfolio managers and back office staff primarily co-ordinating the trading of assets and solving related queries. Other duties would also include assisting portfolio managers with research tasks and analysing holdings.

I.M.C or equivalent qualification recognised by I.M.R.O. will be required.

We are offering a competitive remuneration package.

To apply for the position, please write, enclosing a full CV to:

Carole Judd, Old Mutual International Asset Managers (UK), 2 Bartley Way, Hook, Hampshire, RG27 9XA.



MANAGING PARTNER

TOP UK ACCOUNTANCY FIRM

Dublin Ir.£150,000

As one of the most innovatively managed of the top accountancy firms with an impressive growth record, our client is distinctive within the UK profession. It has particular prominence as an adviser to the Fund Management sector and is now committed to opening a new office in Dublin to market its expertise to the International Financial Services Centre.

This is a high-profile, international, public role, acting as an ambassador for Dublin, the IFSC and the Firm. Whilst being able to draw on the extensive resources of the Firm, this is essentially, a start up situation although an amount of client business is already conducted in the Irish market.

It therefore follows that you will need considerable energy, charisma and commitment to create this new business. In possession of a strong intellectual capacity, you will be able to lead complex client projects, and also be able to 'think outside the box'.

You may be of any age and come from a professional, corporate finance, fund management or broader financial services background. Yours will be an open leadership style able to get the best from others whilst developing their skills and abilities.

A passion for Dublin and a commitment to top-quality professional services are essential.

Please reply by letter or fax with a current CV quoting reference FL/PH.
KW Selection, 140 Park Lane, London W1Y 3AA. Fax +44 171 355 1521

KW SELECTION
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CAPITAL INTERNATIONAL LIMITED

We are a subsidiary of the Capital Group Companies Inc., Los Angeles, one of the world's largest investment management organisations. Due to our rapid expansion we are seeking to strengthen our European operations by appointing a:

QUALITY CONTROL SPECIALIST

As part of a small team your ongoing priorities will be to:

- Lead specific projects aimed at increasing efficiency across all operational departments.
- Review and refine existing control procedures and identify potential problem areas.

The position will be based in London initially, followed by a lengthy secondment to our Geneva office

The Candidate:

- Must be an ACA or CIMA qualified accountant ideally with 3-4 years of international auditing and operational experience gained with an international public accounting company and/or in a financial environment.
- Must have the creativity to take initiatives towards current practices.
- Must have a strong client service orientation, particularly in the context of a multinational organisation.

To apply, please send a CV and covering letter to:
Capital International Ltd
Ref: AHF
25 Bedford Street
London
WC2E 9HN

Assistant Financial Controller

Competitive salary plus relocation Paris

NatWest Markets is the Corporate & Investment Banking arm of NatWest Group, one of the largest and best capitalized banking groups in the world. In France, it has stockbroking, investment management, investment banking and corporate banking businesses. It employs 200 staff located in Paris, Lyons, Bordeaux, Cannes and Dijon.

As part of its development strategy across Europe, NatWest Markets has expanded its French operations considerably through two acquisitions in 1995. As a result of the recent developments, it is currently seeking to strengthen its financial control function in Paris.

The role reports to the Financial Controller and involves:

- liaison with NatWest Markets in London on all financial control and operational issues;
- responsibility for management and financial reporting, and consolidations;
- involvement in budgeting, tax, internal control, regulatory, audit and operational issues;
- support for ongoing developments in the different business activities.

Key requirements for the position are:

- a fully qualified accountant (ACA/ACCA/CIMA);
- French to a minimum of 'A' Level or equivalent standard;
- relevant experience gained within a professional accountancy firm or a reporting role within either a multi-national or the corporate and investment banking sector;
- excellent written and oral communication skills combined with a proactive approach to problem solving.

Interested candidates should apply by submitting their CV to Gillie York at Arworthy Oliver Associates, St Martin's House, Priory Court, Pilgrin Street, London EC4V 6DR or alternatively call her on: 0171 329 3434/Fax: 0171 248 0073.

NATWEST MARKETS

UK CONTROLLER

Business fluency
in German
or French

Warwickshire

The Opportunity
As a world class manufacturer, our client is a fully autonomous division of a global organisation, operating within the automotive industry. With a high volume production plant based in Warwickshire they have established themselves as one of the market leaders within their sector and enjoy an excellent reputation with many of the major OEMs situated within the UK.

The Role
As UK controller you will be working as part of a multi-disciplined strategic management team, with an active involvement in the corporate strategy and optimisation of business performance.

- Reporting directly to the Managing Director with full responsibility for financial management.
- Monthly group reporting as required.
- All aspects of company and departmental budgetary control.
- Provision and presentation of timely, accurate and detailed information. This will include continued review and improvement of systems and operating procedures.
- All aspects of asset and working capital management.
- Co-operative working with external bodies as required.

£40,000 + Excellent Benefits

The Appointee
As a Qualified Accountant aged ideally between 35-45 you will have worked within, and have a considerable knowledge of the automotive industry. You will be self-motivated with the ability to demonstrate an adaptable and "hands on" approach to all aspects of the business. This coupled with excellent interpersonal skills are pre-requisite in order to succeed within this role.

An exceptional opportunity to join an organisation as a key decision maker not only within the field of finance but throughout all areas of the business. You will be expected to gain a thorough knowledge of the products and their market place, and show clear potential for a broader based role.

Interested candidates should forward a detailed CV, including current salary and a covering letter explaining why you meet the above criteria to our Recruitment Consultant, Gavin Dunn, at Hays Executive, 65 Church Street, Birmingham B3 2DP. Tel: 0121 608 2202.

Hays Executive
STRATEGIC SEARCH & SELECTION

Assistant Finance Director

£38,000 p.a. plus car

The Hyde Housing Association Group is at the forefront of social housing initiatives. We have over 17,000 homes in management, in London and the South East, including managing houses on behalf of Dartford Borough Council, shared ownership and special needs. We have won a contract to manage 5,000 houses on behalf of Lambeth, and continue to have a significant development programme of £45 million.

As Deputy to the Finance Director, this senior post in the organisation is responsible for the operational aspects of the finance function, including production of annual budgets and accounts, payroll and insurance and service delivery to our customer departments. You will also contribute to the financial strategy of the organisation through longer term forecasts and development of financial computer systems.

We are looking for a qualified accountant with strong technical skills and the ability to deal with financial management of a large and complex organisation. You will be an experienced manager who is able to manage change effectively and provide positive leadership.

Please telephone 0181 297 2836 for an application form and job description, quoting reference no. AFD25.

The closing date for the return of application forms is 27 February 1996.

Hyde Housing is committed to an equal opportunities policy and welcomes applications from all people regardless of their age, creed, disability, gender, race or sexuality. Applications are particularly welcome from people with disabilities due to their under-representation in our workforce.

Hyde operates a no smoking policy.

hyde

Chartered Accountant

6 month contract

International Leisure and Business Services Group with offices in London and Brussels seeks a qualified accountant. The group presently operates in 16 markets worldwide via mail-order, computer link and most recently the Internet and has an impressive record of profitable growth spanning over 18 years.

To maintain substantial and profitable growth, strong accountancy skills are required with an emphasis on the preparation of group and detailed management accounts, statutory accounts and Belgian S.A. management accounts, cash management and forecasting, installation of internal control systems, tax planning and treasury systems.

The successful candidate for this highly demanding position will need to meet the following profile:

- Qualified Accountant
- at least 5 years p.a.e.
- genuine IT experience
- must have worked for an international service based company

If you meet this profile, the financial rewards are excellent and will be tailored to meet the individual requirements.

Interested candidates are invited to send a CV, including details of current remuneration and a daytime telephone number, all of which will be treated in the strictest confidence to:

Ms. Helen Fay, Personnel Manager, IA Aubert Pl., Highbury, London N5 1TL

Financial Controller
Investment fund in Central Asia seeks basis-on Financial Controller to run day-to-day accounting & financial record keeping. Responsible for creation & maintenance of GL, AP, AR & local payroll. Will interface with local banks in servicing loans to local businesses. Operates under guidance of PwC's CFO. Must be prepared to live in Central Asia. Requires 4+ years experience in accounting & bookkeeping. Previous financial institution experience a plus. Must be fully conversant with Microsoft Office (Word, Excel, Access) & fully computer literate. Russian language a plus. Fax resume to 212-520-8844

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the international edition every Friday. For further information please call:
Andrew Skarzynski on
+44 0171 873 4054
Toby Finden-Crofts on
+44 0171 873 3456

THE BANK OF NOVA SCOTIA, LONDON
IS THE UK AND EUROPEAN BANKING CENTRE
OF THIS HIGHLY SUCCESSFUL CANADIAN BANK.

SYSTEMS AUDITOR

As a result of internal promotions, we are seeking to recruit an Auditor who would primarily be responsible for EDP Audits but also prepared to train in Treasury/Derivative Products Audits. Occasional international travel may be required.

Reporting to the Senior Manager, the successful candidate needs an in-depth knowledge of D.P. procedures, good communication skills and preferably Q.L.C.A. qualified. UNIX understanding would be an advantage.

A competitive salary and benefits package are offered.

Please write enclosing CV to: Kirby Scott, Manager Personnel, The Bank of Nova Scotia, Scotia House, 33 Finsbury Square, London EC2A 1BB.

Strictly No Agencies.

Scotiabank

CAPITAL MARKETS DEVELOPMENT ACCOUNTANT

Our client is a major Capital Markets Investment Banking subsidiary of one of the world's largest banks.

To meet the needs of this rapidly expanding and innovative organisation, a unique opportunity has been created for a dynamic executive with a background in Capital Markets operations to work in a line management role with specific development focus.

£50,000 + Excellent Benefits

The Opportunity
This exciting position is a highly strategic, project oriented line management role. They require a skilled change agent with the ability to meet the demands of both rapid business expansion and comprehensive re-engineering of the operations centre. The appointee will lock into a core team of executives within Risk Management, IT and Finance, responsible for spearheading the implementation of new systems and process methods. He/she will be a key player in directing the development of the immediate function and harnessing the benefits of state of the art systems.

The Appointee

- A high calibre ACA (preferably from a Top 6 institution) with demonstrable capital markets knowledge is required.
- You must be highly IT literate, ideally with experience of process redesign.
- You will demonstrate intellectual vigour and creativity, thriving in a rapidly changing environment.
- You must possess strong man-management and first class communication skills, commanding respect and demonstrating authority to support staff, fellow executives and senior management.
- You will expect achievement to be rewarded with rapid promotion and increased responsibility.

Interested candidates should forward a detailed CV, including current salary and a covering letter explaining why you meet the above criteria to Sara Kenderdine-Davies, Hays Executive, 141 Moorgate, London EC2M 6TX. Telephone: 0171 256 5848.

Hays Executive
STRATEGIC SEARCH & SELECTION

Deloitte & Touche

City £27,000 - £48,000 + Excellent benefits.

The Firm
Operating from 126 countries and serving some of the largest and most successful companies, Deloitte Touche Tohmatsu International is one of the world's leading accounting and management consultancy firms. The London Audit Services Group serves a portfolio of property, construction, transport and voluntary and public sector clients.

The Role
Undergoing expansion, the group's voluntary and public sector practice is seeking additional staff, ranging from newly qualified accountants looking for their first managerial opportunity to experienced managers and senior managers. Keen to extend your expertise in the voluntary and public sectors as well as having an opportunity to work in other areas, you will gain further experience in the tendering process, including initial client meetings, proposal writing and the preparation for and delivery of presentations. You will also assist in training and will attend national conferences.

The Person
Deloitte & Touche is seeking to recruit high potential chartered accountants. Your personal goals in the medium term should be ambitious. Most importantly, you are highly motivated in your work, confident and possess well developed presentation and interpersonal skills.

In return, remuneration will be highly competitive including PRP.

To apply please telephone or write enclosing your cv and current salary details to our recruitment advisor, Mark Hymen, Hays Accountancy Personnel, 141 Moorgate, London EC2M 6TX. Tel: 0171 628 8525. Fax: 0171 920 0432.

Hays Accountancy Personnel

مكتبة النجف

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"Ensure your success with an organisation positioned to compete in tomorrow's world"

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Company

Our client is a highly dynamic and expanding Group, with a turnover in excess of £1 billion. This UK based Company is now a major International Organisation employing 40,000 people worldwide. With a history in the services sector, this Group has diversified considerably to be a major player in the communications and distribution fields, as well as emerging technologies.

Role

Internal Audit plays a vital role in the control environment of the Group and is regarded as an area for manager training and development. Due to the diversity of the Company, this position will be high in profile and exposure requiring an ability to handle clients and give presentations to all levels and areas of the Group. An element of UK and International travel will be required.

Person

The successful candidate will be of graduate calibre, be committed to further professional and personal development and have at least 5 years experience, ideally within a computer audit or technical role. This should be complemented with a broad knowledge of Information Systems including:

- Mainframe, midrange and PCs
- UNIX, 4GL's
- Relational Databases
- Networking
- Practical knowledge of the full systems development life cycle

This is an excellent opportunity to gain wide exposure within a dynamic and expanding group, with excellent prospects for promotion to a management position.

If your talents and ambitions are equal to the challenge please call John Hunt on 0171 209 1000 (W) 0181 675 7886 (H) or send fax or E-Mail your CV to Drax Dearman Associates at Charlotte House, 14 Windmill Street, London W1P 2DY, Fax 0171 209 0001 E-Mail: Drax@dearman.demon.co.uk Quoting reference FT0034.

DRAX · DEARMAN · ASSOCIATES

IT Director

Newspaper Industry

Salary c. £60,000 + bonus + car

Location: London

Our client is one of the country's quality national titles and like all newspapers, IT is absolutely crucial to their aim to ensure your newspaper is produced on time every day. Following internal promotion within the group it is now seeking a new IT Director who will take full responsibility for the continued success of the IT department and to plan and carry through an evolving IT strategy in this changing industry.

Over the last ten years Information Systems and the Technology that supports them have become the backbone of newspaper publishing. Page make-up, editorial, sales and marketing systems are totally dependent on IT, as is the transmission of the papers to the print sites in the UK and Europe.

Reporting directly to the Managing Director, the IT Director will work with the Board to develop this strategy and then manage the IT group, currently 45-

strong, to deliver the best available solutions for the business.

We are, therefore, seeking an experienced IT manager with first class interpersonal and management skills as well as a broad but solid background in all aspects of IT. Clearly, knowledge of the publishing industry would be a key advantage but we are open to applications from outside if you believe your experience and ideas could add value.

To apply, please write, enclosing your CV to the advising consultants John Keamey or Pippa Hartley at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033). Please quote reference number HN1873FT and include current salary details and where possible, a daytime contact number.

Also apply via http://taps.com/Harvey_Nash

HARVEY NASH PLC

GLOBAL ASSET MANAGEMENT

WE SEEK THE FINEST TALENT IN IT

Global Asset Management (GAM) is an expanding, international investment management group. Founded in 1983 and with nine offices worldwide, it manages over \$8 billion on behalf of private, institutional and intermediary clients. GAM's management has always viewed IT as a prime source of competitive strength, and technology plays a significant role in all aspects of the firm's activities. We now require additional highly talented individuals to fill a number of key roles.

Development Manager

A key component of this role will be team building. Ideally you will have managed a team of up to 50 people developing client/server solutions for an investment management or other financial institution. Your background should include the management of multiple teams developing in various tools, including Visual Basic, Access and Oracle. Ideally you will also have experience with Lotus Notes, Internet and Intranet developments. Ref: 10696A1

UK Support Manager

Responsible for the management of the Support Desk and Executive Support function, you will offer the highest quality communication skills. The performance of the Support function dictates the way the IT department is perceived by the business, and you must be able to work well under pressure and withstand high levels of stress. Self motivating and dedicated to providing a quality service, you must have experience managing a support function in the finance sector, with a minimum of 5 years' technical experience in MS Windows, Office, Lotus products and Netware. Training experience an advantage. Ref: 10696A6

Operations Manager

London is GAM's operational hub and with a team of six you will provide 24-hour cover 5 days/week through three shifts, with a remit to ensure that GAM's systems are available, accessible and secure. Responsibilities include

running/monitoring processing on the corporate database, system backups, data distribution, ccMail, Lotus Notes and Netware administration and application implementation. With solid experience in most of these areas, you will also have the management skills to lead a team working in a challenging support environment providing the highest level of user satisfaction across locations. Ref: 10696A2

Global Implementation Manager

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Amsterdam by Ronald van de Krol

Dutch challenge London

The ISD is rekindling old rivalry as Holland bids for a bigger world share

The implementation of the European Union's Investment Services Directive is set to add new impetus to the Netherlands' stock-market battle with Britain. Thanks to the directive, the Amsterdam Stock Exchange will this year be able to allow foreign securities houses to become "remote members", making it possible for them to trade Dutch equities in the Dutch capital from elsewhere in Europe.

The campaign to attract foreign equity traders from the UK mirrors Amsterdam's earlier efforts to win back bond trading from London. This was accomplished in early 1994 by arranging special membership for foreign, mainly London-based, traders to take part in a revamped Amsterdam Treasury Market (ATM) - or the Dutch government bond market.

Eighteen foreign houses ranging from Goldman Sachs International to the London branch of Swiss Bank Corp, and from CS First Boston to Nomura International, have taken out special membership for ATM purposes. These same brokers are being targeted in Amsterdam's drive to promote remote membership for equity trading.

The Amsterdam exchange is

in talks with eight equity houses, raising expectations that five or six may sign up for remote membership by the end of 1996.

Another event scheduled for mid-1996 is the creation of a new structure for the Amsterdam Stock Exchange to make its decision-making process less unwieldy. The new-look exchange will be run less like an association of members and more like a business: it will be owned by a holding company and have the status of a public limited company.

The simplified structure will make it easier to negotiate a merger with the Amsterdam-based European Options Exchange, creating a more tightly focused capital market for the Netherlands. It should also make the Amsterdam Stock Exchange better equipped to compete with foreign counterparts, as trading and settlement of trading will fall under the same umbrella.

In fact, all of Amsterdam's reforms since the late 1980s - the abolition of stamp duty, the encouragement of block trading between banks and the automation of order flows on the bourse - have been designed, explicitly or implicitly, to boost liquidity and thereby increase the ability to compete with London, the Dutch capital's main rival.

The flow of trading in Dutch bonds and shares in London - particularly steady in the late 1980s - has now been stemmed. In Dutch government bonds, the ratio between

London and Amsterdam is now roughly 50:50, after being 60:40 in London's favour in 1993. In equities, Amsterdam now claims to account for 70 per cent of turnover in international Dutch stocks, up from 65 per cent in 1993. London's share, according to the Amsterdam bourse, has therefore fallen to 30 per cent.

Nonetheless, Amsterdam knows it must not be complacent. It watches London carefully. The deep-seated rivalry means that the recent turmoil in London about trading systems has been greeted with quiet satisfaction in the Dutch capital. When Amsterdam adopted its new trading system on September 30, 1994, it consciously eschewed London's

The hoekman now takes the role of a stock specialist

quote-driven market-making methods and opted instead for a complicated hybrid system combining both quote-driven and order-driven elements. With London now reconsidering how to reintroduce some measure of order-driven trading, Amsterdam's decision looks far-sighted.

Besides allowing for both market-making and order-driven business, the new trading system, Trading System Amsterdam (TSA), also distinguishes between retail and

wholesale market segments. The wholesale side is further split into two systems - Amsterdam Stock Exchange Trading System (ASSET), an "advertising" screen for quotes posted by member firms, and Automatic Interprofessional Dealings System Amsterdam (AIDA), effectively an automated interdealer broker.

In the retail market, the "hoekman", formerly a stock jobber, has now taken the New-York style role of a stock specialist. Frequently blamed in the past for the difficulty of effecting large trades in Amsterdam, the hoekman is now also active in the wholesale market. In 1995, the hoekman firms were involved in about two-thirds of wholesale turnover between members of the Dutch exchange.

Despite the reforms - widely regarded as a success, if complicated, compromise to retain the hoekman - Amsterdam still remains vulnerable to the encroachment of foreign exchanges.

"Our market capitalisation of around 7 per cent of the European exchanges means we would do well to remain modest as well as vigilant with regard to future developments," Baron Boudevijn van Ietersum, chairman of the Amsterdam exchange, said in a New Year speech to members on the first trading day of 1996.

Amsterdam's top stocks, such as Royal Dutch/Shell, Philips, and Unilever are all listed on other international exchanges, and they are widely held by foreign investors in portfolios built up outside the Netherlands.

Big professional investors tend to have established ties with their trading intermediaries, and a reform in the Dutch trading system will not necessarily influence immediately how a New York-based investor places orders with a London-based broker.

"A substantial part of leading Dutch issues are in foreign hands, and investors are simply more active than in the Netherlands," Mr van Ietersum said. "In order to increase our market share it is therefore important that this fragmentation of the market be overcome through the direct affiliation of foreign houses, which can offer a positive contribution to the liquidity of Dutch stocks in our market."

New markets: by John Pitt

Storm gathers from the east

Could there one day be a central market that includes Eastern countries?

The financial markets of eastern Europe could enjoy substantial growth this year as international investors take a close look at prospects in the region.

Following strong gains in other emerging markets over the past few years, many investors have decided that the time could be right for further expansion into countries such as Hungary, Poland, and the Czech Republic. There is also increasing interest in both Turkey - which has high hopes of becoming a member of the European Union - and Israel.

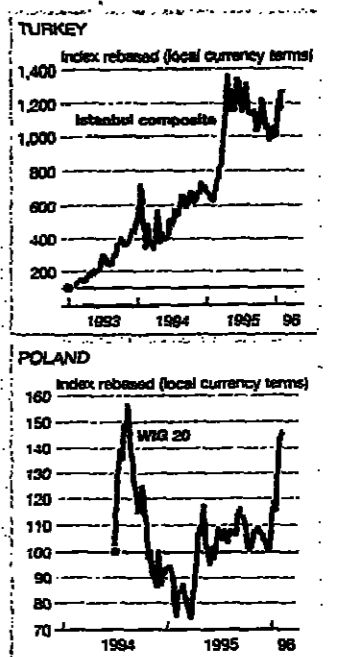
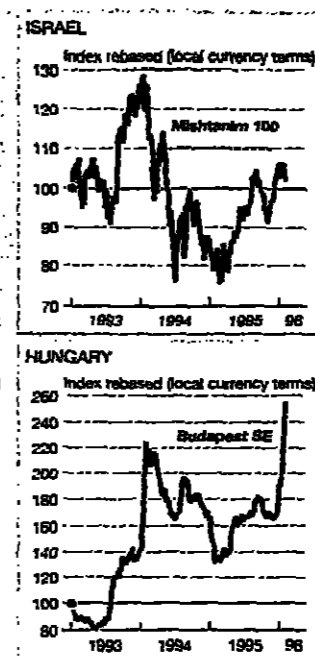
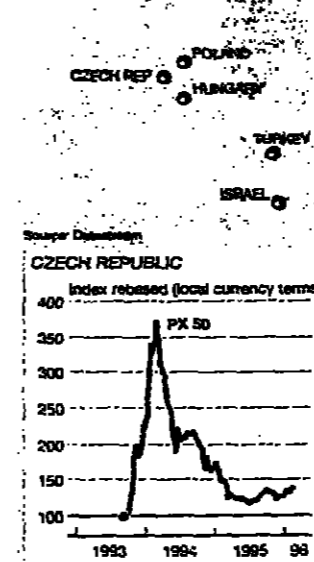
Of course, the impact of the Investment Services Directive on these markets is negligible. Even if they did belong to the EU, they would probably be too small and too underdeveloped to take advantage of the new remote membership rules. The question is whether, in the future, trading links with the west will be mutually desirable.

The answer is probably yes. The financial markets of eastern Europe are working hard to catch up. Mr Mark Mobius, for instance, who runs Templeton's \$7bn emerging market fund, argues that eastern European countries as a whole have moved very swiftly "to build complex market mechanisms for the foundation of economic development... They have opened effective stock exchanges much more quickly than other lower-income countries around the world".

He notes that Slovenia has probably been the most successful of the group, having sold-off some 300 companies and giving preliminary approval for another 600 privatisations.

According to Daiwa Europe, 1995 was a watershed year for foreign domestic investment in this region. "While the regional total of just under \$10bn is less than half the sum flowing into China, it nonetheless marks a taking-off point

Europe's emerging markets



which will accelerate other regional investment decisions, having reached a critical mass in many countries," the broker comments. "As credit ratings improve, and western financial involvement deepens, FDI could increase by between 30 to 50 per cent annually for several more years".

A similarly bullish view comes from UBS. "The 'transformation recession' which occurred as the economies made the jump from the command economy to the market economy is over," says the

Customs union could lead to more mergers in Turkey

investment bank. "Major strides are being made in privatisation and corporate restructuring...and expertise in previously unknown concepts such as accounting, marketing and distribution is growing."

Mr Roger Mounson at Daiwa comments that the main concern at the moment is transparency. For instance, in the Czech Republic more than 80 per cent of trading takes place

off the official market. But all the markets are developing stock market procedures comparable with those in the west, and some are receiving funding help from the European Bank for Reconstruction and Development or grants from the IMF/World Bank.

Of course, the markets differ widely from each other. At present, buying equities in the Czech Republic, for instance, involves making transactions through a local broker, with the purchase being made in either koruna or, if the deal has originated in London, sterling. Settlement is T+3 or T+4.

In Turkey, the equity market is well-established and liquid, with daily volume approaching an average of \$200m on the 180 listed stocks, giving a market capitalisation of more than \$25bn. Analysts say that trading is quite transparent with companies publishing four sets of financial statements a year. Settlement is T+3 and trading, at four hours per session, is now electronic.

While Turkey has yet to be affected by the ISD initiatives, its customs union with the EU has already become a reality. The customs union brings the country more fully into the single European market by

extending many of the European Union's trade and competition rules. Turkey is one of the EU's biggest export markets, and the EU accounts for some 50 per cent of Turkey's exports.

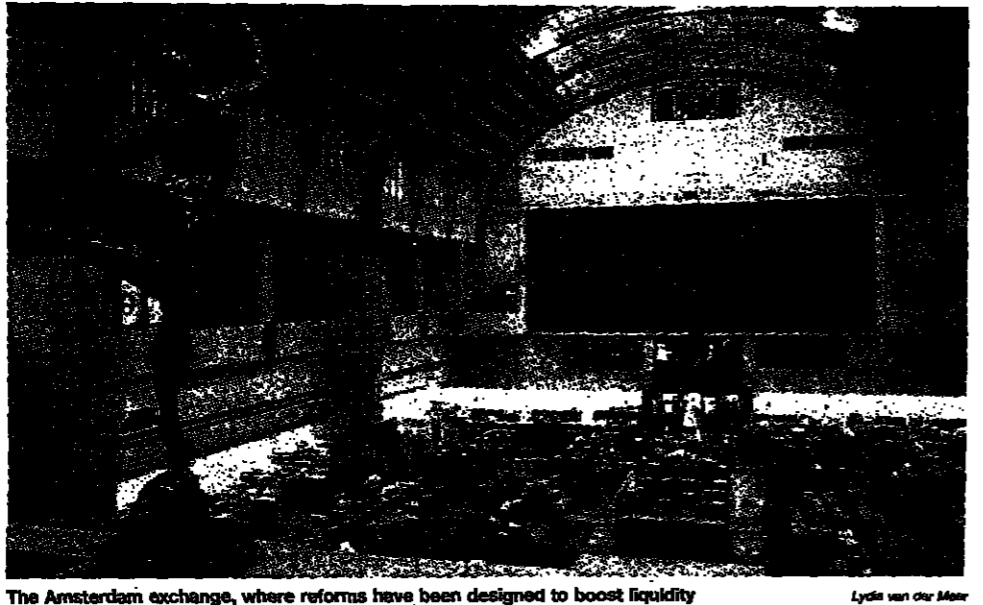
Ms Feysa Sensoy at Carnegie says the customs union could lead directly to more mergers and acquisitions activity, as well as an increase in foreign direct investment.

A similar situation can be found in Israel, where it is far too early for the ISD to have had a significant impact. A London-based analyst says the state's main trading partner, apart from the US, is the European Union, while bilateral trade with Germany is the most important.

The equity market is comparatively small, with a market capitalisation of some \$50bn, with about 40 leading and liquid stocks traded.

Settlement can be same-day although, since most transactions are conducted in foreign currency necessitating a forex conversion, trading is usually conducted T+2.

With a gradual easing of tensions in the Middle East, analysts expect a steady growth in corporate earnings; forecasts are for a rise in 1996 of 13 per cent.



The Amsterdam exchange, where reforms have been designed to boost liquidity. (Lynx van der Meer)

Regulation: by Christine Moir

Once more unto a breach?

The growth of remote membership has serious regulatory implications

It would be a mistake to believe that attempts to create a new single market in securities and derivatives trading will usher in an era of uniform regulation across Europe. The Investment Services Directive and its sibling, the Capital Adequacy Directive, together set minimum standards for both markets and traders. But minimum is not necessarily ideal: the gap between the ISD and CAD standards and best practice leaves ample opportunity for regulatory arbitrage.

Under the directives, the home country of a securities firm is responsible for authorising it to trade elsewhere in Europe. When travelling on the "passport", however, the firm must obey the business rules in the host country. In principle, that should mean that in any one market all firms - local or visiting -

will operate by the same set of rules. In practice, however, disparities will probably be inevitable. The host country cannot take away a visiting firm's passport, so someone from a laxer country could - theoretically - cock a snook at tighter regulation.

The host country could fine or discipline the intruder for any breach of rules but would need the co-operation of the home country to have it de-authorized - something that might not be easy to achieve.

The potential for inequalities become apparent when you consider the position of firms from a stringent regime. They will not be able to relax their standards for fear of having their passports cancelled by their home authority.

British fund managers are wincing at the thought that tough UK regulations may cost them business abroad. "The SIB lays down very tight rules about handling client money, which add to our costs. Some other countries do not, in these places, therefore, our charges would be uncompetitive compared with local firms," complains Mr Stephen Tanner,

director general of the Institutional Fund Managers Association.

Regulators argue that the high standards of British firms will help them win business when they are abroad. For most investors, however, the cost of trading will be the overriding factor.

The price of regulation may also affect markets. The same Institutional fund managers groaning under their regula-

The host country cannot take away a visiting firm's passport

tory costs are eager to seize the chance of cheaper trading abroad. Many have already abandoned the London Stock Exchange's Seag system for foreign securities in favour of trading directly on cheaper markets. The opening up of all European markets may accelerate this trend.

While certain minimum standards of regulation are clearly essential there is no consensus about what they should be. The London Stock Exchange has had to tighten its trade publication rules to meet the transparency requirements for a regulated market under the ISD. Yet many UK institutions have hotly argued that a degree of opacity if that were to enhance the liquidity of the market. It is one of the issues complicating the exchange's current reform programme.

The same institutions applaud Frankfurt and Paris for settlement systems that they regard as superior to London's. But the abandonment of Taurus (London's late lamented settlement experiment) was ample proof that superiority can come at too high a price. Taurus was killed off because it was too expensive to survive.

At the heart of the new regime is the idea that all firms trading in securities will be fit and proper and financially strong enough to meet the risks they take. Hence CAD, which lays down the principle of capital adequacy. Even here, different systems in different countries mean

that different amounts of capital are called for. It is rumoured that some less scrupulous operators are seeking to set up in the country with the lowest capital requirement and that they may exclude anyone to more demanding markets.

Even the approach to regulation differs between countries. All pay lip service to the concept of open borders and a single market but some may not apply it in practice. Although the directives are designed to facilitate openness they do offer a window to protectionists. EU states are required to give authorised firms access to their markets and customers but they may exclude anyone by invoking the "greater good" principle. Disgruntled insurance companies denied access to Germany and mortgage issuers unable to penetrate France believe it is this that worked against them.

Notwithstanding these anomalies, the twin directives will reinforce the trend to higher standards that has been a feature of the past decade. The lowest common denominator that applies under the ISD sets a fair standard that can be raised over time. It is already clear that not every market will qualify as a regulated market. Some may cease to exist or need to merge.

Liquidity is probably the key factor in the survival of a market and experience has shown that the best regulated markets are the most liquid. Countries and markets struggling to meet the requirements of the ISD at present will see a vivid corroboration of this as 300 of Europe's blue-chip companies begin to choose the markets on which they want to be listed under the new Eurolist arrangements.

Eurolist is yet another approach to creating a single investment market. Companies wanting exposure to more than their own market will be able to access all the other European bourses by paying a single fee and using standardised procedures. Investors will then be able to buy their shares either through the investors' home market or through the company's national market.

For many institutional investors, Eurolist, when it is fully developed, will be an alternative to the ISD-driven single market and may even be preferable.

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4 EUROPEAN STOCK EXCHANGES

Derivatives markets: by Richard Lapper

Three forces for change

Deregulation, new technology and Emu figure large in the futures and options business

Liberalisation and the introduction of new trading technologies are leading to an intensification of competition between Europe's 24 futures and options exchanges. Already the threat of competition has led the second and third biggest exchanges, in France and Germany respectively, to link up, making rationalisation likely.

In the longer term, the prospect of European Monetary Union will increase the pressure. Mr Gérard Pfauwadel, chairman of the Matif, the Paris-based futures market, expects a wave of restructuring, with some derivatives markets disappearing, either through merger or takeover. The combination of pressures will mean "substantial modification in the landscape of futures and options exchanges in Europe", he says.

Although only a handful of European states has so far implemented the European Union's third investment services directive, the new rules will effect more change, even-

tually making it possible for an exchange based in any one EU country to trade across borders. That, combined with new trading technologies introduced over the past five to 10 years, will allow the brokers and banks to trade on exchanges from offices anywhere within the EU. In theory at least, banks will be able to base trading operations for a number of exchanges at one room.

Already, technologies introduced over the past five to 10 years have permitted extensive development of remote trading. The Deutsche Terminbörse, for example, Germany's derivatives exchange, which is now a division of the broader Deutsche Börse, has been fully electronic since its inception in 1990, and is already giving access to members based outside Germany.

Members of Matif gained access to the Bund and Bobl contracts following an agreement between the two exchanges in the autumn of 1994, and a handful of traders based in the Netherlands is now trading DTB contracts. The DTB had been unable to obtain authorisation to operate in the UK, but, under the new European rules, will open a telecommunications facility there. The link will reduce the

cost of trading for members based in the UK.

Smaller electronic exchanges such as Spain's Mefi, the Stockholm-based OM and the Amsterdam-based EQE, will also enjoy greater freedom of operation but, at the same time, could become more vulnerable to competition.

Looking further ahead, European monetary union will affect the continent's exchanges even if integration is confined to a relatively narrow group of EU members. The

The likelihood is that Emu will spark fierce competition for bond business

likelihood is that EMU will spark fierce competition for bond business between the London International Financial Futures and Options Exchange (Liffe), on the one hand, and the Matif and the DTB on the other. At present, Matif dominates trade in the French bond and money market business, but more than 70 per cent of transactions in German government bonds are conducted at Liffe. Indeed, the bund and

euromark contracts are Liffe's most popular products, and, alongside UK and Italian bond and money-market contracts, account for more than 50 per cent of the exchange's business and revenues.

From 1999, European governments that join Emu are likely to raise debt in the euro, the new European currency, rather than their national currencies. Bonds denominated in those national currencies will be converted into the euro. Governments will continue to issue their own debt - and a French government euro-denominated bond will be rated differently from a German one, for example. However, the likes of the bund contracts currently traded at Liffe and the DTB will disappear.

While competition for the new German and French "euro" denominated bond futures is likely to be fierce, the outcome of the battle remains uncertain. Although the French and German exchanges have developed plans to set up a joint electronic trading system, their alliance - just like the process of monetary union itself - has not been easy and its future is still far from guaranteed. Unlike the DTB, Matif still trades its most popular products by open outcry. Paris deal-



Dying out? It is doubtful that Matif's open outcry system can survive

ers and their firms have opposed proposals to remove the French bond contracts from the trading floor and switch them to an electronic system.

This has led to some inequality in the Paris-Frankfurt deal. Although the DTB agreed to allow Matif members to trade its most popular contracts 18 months ago, Matif was unable to reciprocate fully: traders' opposition means two of its

most popular contracts are not on the joint network.

The decision by the Deutsche Börse to integrate its derivatives division (the DTB) fully has also had an impact on the original plans, conceived early in 1992 by Mr Pfauwadel, chairman of the Matif, and Mr Jörg Franke, his opposite number at the DTB. Last year, the agreement between the two derivatives markets was extended to the cash equity markets.

Co-operation is now focusing on two parallel trading systems, one of German design for equity derivative products and, potentially at least, for "euro" denominated bond contracts; the other, a French system that will be used in the cash equity markets. If co-operation is to go ahead, the German authorities must, by the end of next month, agree to use the French system. In any event, however, both

exchanges will continue to trade their bond products independently, at least until the onset of monetary union.

In London, Mr Daniel Hodson, chief executive of Liffe, is sanguine about the impact of both the investment Services Directive and monetary union, arguing that the directive will be likely to concentrate business in London. "In many respects, by allowing remote trading the ISD will strengthen London's position," he says, adding that brokers and banks will be attracted both by the existing concentration of business in the UK capital and by the liquidity bound up on the trading floor at Liffe. "The point is that you will want your trades to be where management takes place. It will make sense for many to have all their trades operating out of one room in London."

Liffe is confident of its ability to retain European bond business but is also putting considerable energy into efforts to build links with exchanges in other time zones. Last year, the market signed agreements with the Chicago Board of Trade and the Tokyo International Financial Futures Exchange (TIFFE). Liffe will trade the US long bond future and the Tiffe european contract on the Liffe floor in London, outside trading hours at each of the other two markets. Similarly, Liffe's biggest contracts will be traded on the Chicago floor, when trading is over for the day at Liffe.

Technology: by Henry Harrington

Behind the remote reality

That electronic trading is forcing revolution is received wisdom. But what software and systems are involved?

Today, there is nothing to stop a British broker trading shares on the Amsterdam stock exchange from under a sun umbrella on a Greek beach.

The convergence of computers and telecommunications has provided the technology for stock exchanges to eschew the trading floor and allow members to trade via computer terminals. And the adoption of the European Union's Investment Services Directive (ISD) on January 1 this year has dissolved regulatory con-

straints that confined stock exchange membership within national boundaries. Provided they obey the rules of the distant exchange, members can now trade remotely from other countries within the Union.

The only obstacle to cross-border trading is the tardiness of some governments in passing enabling legislation for the ISD. But, according to Mr Jean-Pierre Paellinck, secretary-general of the Federation of European Stock Exchanges (FESSE) most, if not all, will legislate by mid-year.

Two factors driving cross-border access to exchanges are liquidity and cost. Illiquidity on European bourses has deterred US and Japanese investors. The overheads of brokerage offices in each EU state are unsustainable, given the technological advances and plummeting cost of computers and communications.

The ability to keep up with technology, will be one of the things determining the stock exchange leaders of tomorrow. A few years ago, more Swedish shares were traded in London than in Stockholm. But, according to a new report, since 1991 the vehicle through which London dealers made their markets in continental

equities - the London Stock Exchange's Seaq International - has been "crumbling".

That Swedish business has been repatriated. While London has held back, efficient, computer-based markets have been developing in continental Europe. The report says the process has a long way to run: "Proprietary electronic trading, brokerage, order routing, price dissemination and post-trade support systems will further drive down trading costs through improved technology, lower overheads and the bypassing of oligopolistic intermediaries. This competitive pressure may be further increased through cross-border expansion for exchange trad-

ing systems via remote membership."

The development of remote membership is made increasingly possible by the quality and cost-effectiveness of the technology. Mr Carl Klingberg, marketing manager of Prosoftia in Stockholm, a division of Sungard Data Systems, says that despite an impressive array of features, Prosoftia's Tradenet software is standardised. He says he has faced limited competition in the markets he has entered - Switzerland, Sweden, Austria and Germany. The cost of implementation is between SKr2m and SKr1m (£200,000 and £400,000) and the normal package caters for between 10 and 30 traders.

Tradenet software provides users with administrative and analytical tools and the ability to aggregate small orders to save costs. It can trade and even define derivative products. In addition, it can control order flows in a bank's own marketplace and communicate with feed vendors such as Reuters and Bloomberg.

In the trading technology business all roads lead to "Silicon Fjord" in Stockholm. Mr Peter Mörvis, president of the London-based company, MTI, for example, says his product, Extra, has its roots in a package developed by a Swedish

broker for keeping track of stocks on Scandinavian exchanges.

Extra, which costs around \$25,000 (£16,300) per position, has developed the multiple exchange trading feature to overcome the limited liquidity in European markets. It allows large transactions to be made in small parcels, avoiding price reactions by routing the deals through a number of markets.

But remote membership of exchanges does not necessarily raise opportunities for suppliers of technology to leap aboard a digital gray train. The hardware is low-tech by modern standards - PCs and telephone lines. Much of the software for the links is being developed and installed in-house by members and the exchanges and is run via data feeds of financial information providers such as Reuters and Bloomberg.

Mr Mike Duncan is director of equities technology at NatWest Markets in London, one of the first firms to trade remotely on January 1 on the Stockholm Stock Exchange (SSE). He says that the whole exercise of linking personal computers (PCs) to the SSE using the SSE's Sax software probably cost less than £100,000.

Mr Carl Johan-Hogbom, a senior vice president of the SSE, says that seven remote members have joined the exchange. He adds that the decision was taken that the exchange should not get into the business of selling software. "What we are good at, hopefully, is creating markets," he says.

Although Tradepoint, the In the trading technology business all roads seem to lead to 'Silicon Fjord' in Stockholm

London-based electronic stock exchange that started trading in September last year, has no continental European members yet, its chief executive, Mr Michael Waller-Bridge, says all UK members have remote access and that the exchange is "geared up" for continental European firms. Tradepoint bought a licence for its trading system from Vancouver Computer Trading (VCT) for \$1.25m (£817,000). Even though Tradepoint's cus-

tomisation might make the technology attractive to other exchanges in Europe, it is unlikely to be promoted heavily. "Our purpose is not based around marketing software," says Mr Waller-Bridge. According to Mr Hervé de Latre, spokesman for SBF-Bourse de Paris, an alternative view is taken in France. The Paris Stock Exchange has sold its Smerca software to both the Belgian and Toronto Stock Exchanges and is tending to supply the Frankfurt Stock Exchange.

Cedel, best known for its Euromarket clearing and settlement, has launched a product that allows investors to place their orders and receive confirmation from brokers or exchanges within 17 seconds. The service is available via ADP, Bloomberg and Telerate and its emphasis has so far been on the highly automated North American markets. But the general manager, Mr Jerry Metter in London, emphasises that Liberty InterTrade Direct is an "open, neutral network for processing orders, not executing them". "The European Equity Markets - The State of the Union and an Agenda for the Millennium" produced by the European Capital Markets Institute (ECMI) and the Royal Institute for International Affairs (RIIA).

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The ISD and the retail investor: by Philip Coggan

Obstacles to integration

Different tax regimes are just one thing that make cross-border retail sales difficult

The Investment Services Directive (ISD), in theory, turns Europe into a single market in which recognised financial companies are free to sell their products and services across the European union.

The directive's over-riding purpose is to allow product providers or intermediaries in any EU state to set up in any other EU state, provided they are regulated as fit and proper at home.

In practice, however, this brave new world may be long in the making. "I honestly don't believe the ISD is going to make an immediate difference to anybody," says Mr David Ainslie of the UK financial services group, Towry Law.

Part of the problem is that the ISD really does not change much. The sale of open-ended investment funds, or unit trusts as they are known in the UK, has already been regulated by the UCITS (Undertaking for Collective Investment in Transferable Securities) directive. Sales of life insurance products are regulated by various life directives.

Some companies have taken advantage of the new rules to set up operations, often in Luxembourg or Dublin, to sell products across Europe. But

their biggest success has been in selling to expatriates or to so-called "mobile executives", who have an interest in holding investments outside either their home or working country. Although often lucrative, this market is small.

The problem in attacking the mass market is distribution. In most of Europe, customers buy financial products through the banks, or their insurance companies; independent financial advisers are fairly rare. Investors are used to fairly straightforward, safe, but low-yielding investments; on the continent, inflation has not taken the same toll on bank deposits that it has in the UK. The likes of unit trusts are little-known and likely to be perceived as risky.

A group whose name is unknown overseas will have little chance of success in trying to break into a market with a new product: setting up a distribution system from scratch would be prohibitively expensive.

Although Fidelity, the giant US fund management group, has sold equity products in Germany, it has the advantage of relatively big-name status and of operating close to the high end of the market.

Europe-wide products cannot really be sold to the retail investor until tax systems are integrated. Take, for example, a product such as the endowment mortgage. This grew out of the special circumstances of the UK, where, until 1984, interest payments and life insurance premiums were subject to relief. The same reliefs do not apply in, say, Belgium or Spain.

According to Mr Keith Bedell-Pearce of the Prudential: "From the customers' point of view, local taxation and local security systems will determine whether they want to buy something."

A prime example is pensions. Generous state or corporate

benefit systems have prevented the development of a personal pension system in many European countries. The costs of providing these systems is rising sharply, and reform is likely; nevertheless, it will take a while before individuals are convinced that they need to provide for their futures via a packaged pension product.

Another obstacle to European integration may be the perceived need of firms to consolidate in the domestic market, rather than expand abroad.

"Our main focus is in the UK. There is so much to deal with in our own market, in terms of regulation, without thinking of Europe," says Mr John Cole, managing director

of the financial advisers, Berry Birch and Noble.

Mr Cole eventually expects to see firms of his size expanding into Europe via co-operative links with other groups.

So far, for UK advisers, the main impact of the ISD is the effect of the capital adequacy rules, which are a big handicap for the small one- and two-man firms that constitute a large chunk of the industry.

"The ISD may be a useful stick with which financial services companies can beat recalcitrant regulators into agreeing their applications. However, a lot more changes will be needed before the dream of a single market for financial products for the retail investor can be realised."

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MARKETS REPORT

Perky sterling weathers Scott report

By Philip Gawth

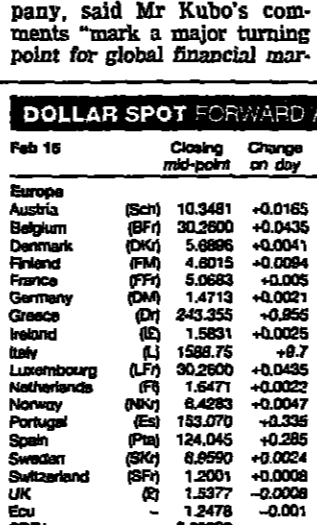
Sterling yesterday rallied sharply in the wake of the release of the Scott report with early assessments indicating that the government would emerge relatively unscathed.

dollar, from Y108.805. In Europe the main event was the Bundesbank council meeting, where official rates were left unchanged, while the repo rate was fixed at 3.3 per cent for a further two weeks.

in which he spoke is important, his reason for saying that there was a case for higher rates was overvaluing, but because he wished to alleviate the hardship pensioners, who are reliant on interest income, are experiencing.

Mr Keith Edmonds, chief analyst at IBI International in London, said it was also relevant that Mr Kubo was a socialist politician within a cabinet dominated by the Liberal Democrat party.

He went on: "The Japanese debate on interest rate policy is likely to push up market rates as participants build in a larger risk factor against the chance of a tightening in official policy."



Currency markets were impressed by the British government's robust response to the release of the Scott report. "It was a bravura performance - there's no denying it," said Mr Chris Furness, currency analyst at IDEA in London.

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Table listing companies in the Electronic & Electrical Equipment sector.

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Table listing companies in the Extractive Industries sector.

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INVESTMENT TRUSTS - Cont.

Table listing investment trusts.

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Table listing banks and merchant companies.

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Table listing chemical companies.

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Table listing insurance companies.

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Table listing retail banks.

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Table listing distributor companies.

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Table listing engineering companies.

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INVESTMENT TRUSTS

Table listing investment trusts.

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Table listing breweries, pubs, and restaurants.

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Table listing investment trusts.

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Table listing building and construction companies.

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Table listing various trusts and their share prices, including details like 'The British Trustee' and 'The British Trustee'.

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Table listing other financial services companies like 'The British Trustee' and 'The British Trustee'.

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Table listing pharmaceutical companies (continued).

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Table listing Ireland (regulated) funds with columns for Fund Name, ISIN, and Price.

CHEMICAL IRISH FUND ADMINISTRATORS LTD

Table listing Chemical Irish Fund Administrators Ltd funds with columns for Fund Name, ISIN, and Price.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man (regulated) funds with columns for Fund Name, ISIN, and Price.

ASHBURNER GLOBAL FUNDS LTD (1200)

Table listing Ashburner Global Funds Ltd (1200) funds with columns for Fund Name, ISIN, and Price.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man (regulated) funds with columns for Fund Name, ISIN, and Price.

JOHN GROVET MANAGEMENT (JERSEY) LTD

Table listing John Grovet Management (Jersey) Ltd funds with columns for Fund Name, ISIN, and Price.

JERSEY (SIB RECOGNISED)

Table listing Jersey (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

ENGLISHTON - GLOBAL ASSETS FUND (S)

Table listing Englishton - Global Assets Fund (S) funds with columns for Fund Name, ISIN, and Price.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

WELLS FARGO INVESTMENT SERVICES

Table listing Wells Fargo Investment Services funds with columns for Fund Name, ISIN, and Price.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg (regulated) funds with columns for Fund Name, ISIN, and Price.

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Table listing Wells Fargo Investment Services funds with columns for Fund Name, ISIN, and Price.

LUXEMBOURG (REGULATED)**

Table listing Luxembourg (regulated) funds with columns for Fund Name, ISIN, and Price.

مكتبة الجاهل

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 673 4378 for more details.

Main table containing financial data for various funds, including columns for fund names, prices, and performance metrics. The table is organized into several vertical sections.

OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

Small text block at the bottom right corner, likely containing legal disclaimers or additional fund information.

Handwritten note in Arabic script at the top center of the page.

Vertical text on the left margin, possibly a page number or reference code.

LONDON STOCK EXCHANGE

MARKET REPORT

Footsie just fails in attempt at new closing high

By Steve Thompson, UK Stock Market Editor

Publication of the Scott report into the "Arms to Iraq" scandal was greeted with sighs of relief around the City's trading rooms. The report, which has cast a shadow over UK markets for some time, was viewed by market observers as not as damaging to the government as had been feared.

The relief over the Scott report, combined with more good inflation news, confirmation of Rentokil's interest in bidding for BET, and a dawn raid on Yorkshire Tyne Tees Television by Granada, helped share prices to forge ahead.

Such was the market's enthusiasm that the FT-SE 100 index came within 1.5 points of its all-time closing high and 2.8 of its intra-day peak. It ended a drama-filled session with strength, and a net 34.8 ahead at 3,779.8.

Buying interest was not confined to the leaders; the second liners, which have outpaced the Footsie in recent sessions, made renewed progress, with the FT-SE Mid 250 index climbing 27.4 to a fresh peak of 4,189.1.

London's performance was all the more impressive since it took place as Wall Street faltered after a firm opening. The Dow Jones Industrial Average, up 12 points in early trad-

ing, was down seven points an hour after London closed for business. The head trader for one broker said he expected London to build on its excellent performance, noting that this morning's expiry of FT-SE 100 options could be pinned at 3,900.

He said sizeable sums were being pushed into the market and that aggressive funds were trying to pin down the next takeover stocks. "The feeling is increasing that any companies looking to make acquisitions will have to speed up their search and move pretty quickly if they do not want to get caught up in a potential election; they will be better off bidding sooner rather than later," he said.

Other dealers said recent fears that the March reporting season would bring a series of disappointments had also been overplayed. There was also a growing expectation among marketmakers that March could bring another round of global interest rate cuts, including the UK, the US and Germany.

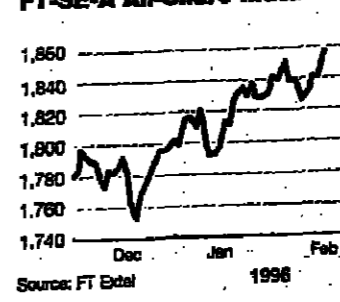
The Footsie opened marginally easier after the modest setback on Wall Street overnight, where the Dow was off 21 points. News of the dawn raid on Yorkshire Tyne Tees TV by Granada, and a fresh burst of takeover speculation, particularly in BET, saw the market gather itself and race higher for the rest of the session.

Bank stocks advanced strongly after encouraging results from Cheltenham & Gloucester, the building society acquired by Lloyds TSB, and National & Provincial, now controlled by Abbey National. Lloyds TSB reports preliminary figures this morning.

Composite insurances brushed aside a number of downgrades, closing sharply higher on the session. The best Footsie performer was Ladbroke, long viewed as a potential target for Bass.

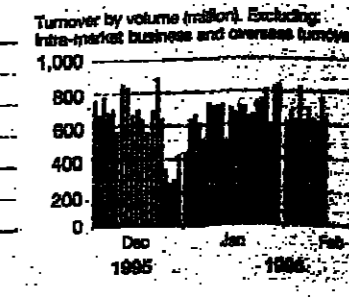
Trading volume reached 906.7m shares, which should see the value of customer business top £2bn. Wednesday's retail activity was worth £1.97bn.

FT-SE-A All-Share Index



| Index | Value | Change |
|-------------------------|---------|--------|
| FT-SE 100 | 3779.8 | +34.8 |
| FT-SE Mid 250 | 4189.1 | +27.4 |
| FT-SE-A 350 | 1882.1 | +16.2 |
| FT-SE-A All-Share | 1856.23 | +15.19 |
| FT-SE-A All-Share yield | 3.72 | (3.73) |

Equity shares under trade



| Sector | Change |
|---------------------|--------|
| 1 Banks, Retail | +2.3 |
| 2 Electronic & Elec | +1.4 |
| 3 Leisure & Hotels | +1.4 |
| 4 Media | +1.2 |
| 5 Transport | +1.2 |

| Sector | Change |
|----------------------|--------|
| 1 Oil, integrated | -1.7 |
| 2 Mineral Extraction | -0.7 |
| 3 Gas Distribution | -0.4 |
| 4 Household Goods | -0.3 |
| 5 Extractive Inds | -0.1 |

Media sector crackles

Domino theorists applied their skills to the media sector as Granada launched a dawn raid on Yorkshire Tyne Tees Television yesterday.

Granada has boosted its stake in Yorkshire Tyne Tees TV from 15 per cent to just under 25 per cent but has "warehoused" a chunk of the shares with a third party, as it is allowed to hold no more than 20 per cent under current broadcasting rules.

The theory is that Granada's move pushes Carlton Communications into a position whereby its only option is to launch a knock-out takeover bid for MAI.

Analysts said United News & Media, which last week announced its intention to merge with MAI, has spent the intervening period defending the move to institutions. Carlton fell 17 to 102.5p, while MAI jumped 24 to 446p, United rose 7 to 638p, Granada up 9% at 734p and YTT appreciated 150 to 1017p.

Meanwhile, the idea that other television groups would be soon targeted ensured that Scottish Television climbed 57 to 659p.

Lower down the media chain, consolidation hopes pushed retail stocks higher. USM-quoted GWR was lifted 14 to 228p, Capital 10 to 61p and Golden Rose 11 to 64p as the Guardian newspaper group increased its stake from 11

per cent to 14.4 per cent. Finally, Pearson - the media conglomerate which owns the Financial Times - jumped 27 to 705p on little rationale apart from its perceived status as a takeover target in a sector that is under close scrutiny.

Then, the company revealed a full-year dividend that represented 70 per cent of earnings. Described by Mr John Toalister of SGST as a "powerful pain killer" to appalling fourth-quarter figures, it sent the shares back up again.

Subsequently, Royal Dutch fell sharply in the Netherlands and the US. ABN Amro Hoare Govett moved it to a hold in Holland and recommending switching into Shell in London.

Although the stance is positive for Shell, there is a strong arbitrage between the two sides of the company and the shell in Royal Dutch dragged Shell lower to finish a net 12% down at 695p with turnover reaching 19m shares.

The snap reaction from sector analysts was that any agreed deal was unlikely to be struck much below 200p, at which price a takeover would still be earnings enhancing for Rentokil.

But a number of brokers urged caution given that BET's market value is around half that of Rentokil. Until now, the latter's takeover strategy has been aimed modestly but on a

Furious two-way trading drove Shell Transport as the company matched very disappointing figures with the biggest dividend increase in more than a decade.

Trading was further complicated by very heavy switching between Shell and the Royal Dutch side of the business.

The day began with an intake of breath as Shell announced fourth-quarter current cost net income of £851m, compared with analysts' forecasts of between £1.03bn and £1.30bn.

Once again, it was drinks and hotels group Bass that was mentioned as the most likely takeover. Dealers also pointed to the heavy dealing in Ladbroke stock options as a further sign of likely corporate activity. By the close of the session, some 2.241 lots had been dealt in the sector, the equivalent of around 2.2m shares.

Ladbroke has been a bid candidate over the last four months and Granada's successful bid for Forte only served to encourage the speculation. Shares in Bass closed just a penny ahead at 749p.

Yorkshire Electricity cracked forward 17 to 733p on speculation that Scottish Hydro was taking a close look at the company. Hydro eased a penny to 240p.

GEC and British Aerospace met with strong demand following a press report that the two groups had been actively discussing a merger of their defence operations.

The electronics giant added 9% to 376.5p, in 12m traded, for a further improvement of 5 per cent. BAE, which announces 1995 results at the end of the month, closed 13 better at 837p.

Little more than 300p in December, GEC has been one of the London market's more spectacular recovery stories. The driving force has mostly been hopes for mould breaking management changes.

A recent buy note from Robert Fleming Securities expects a successor to managing director Lord Weinstein to be announced by the spring. The broker predicts that new management will move rapidly to streamline GEC into five core divisions.

An investor presentation by Kleinwort Benson and a USB note on the merits of airport stocks got behind BAA. The shares jumped 12 to 509p in above average volume of 10m.

British Airways also found favour, adding 8 to 510p as a number of tentative merger rumours did the rounds. BA's name has been linked to American Airlines and also KLM.

Lehman Brothers put out a note extolling the virtues of a deal with the Dutch airline.

P&O moved ahead 5 to 549p, for a two-day gain of 14, as market talk shifted from the possibility of a bid for the group to the prospect of a big property disposal.

The firm market trend encouraged buying of several retail stocks. Hopes on UK interest rates were also said to have been another boost to the sector.

The list of those in demand included Great Universal Stores, where the shares appreciated 9 to 705p, after trade of 3.7m, while Kingfisher shrugged off recent weakness to close 6% ahead at 521p.

Marks and Spencer, about which UBS turned more positive this week when it removed the stock from the sell list, was a particularly busy trade. Volume reached 8.1m, as the shares gained 4% to 429.5p.

Burton was one of the most active trades in the sector yesterday. Volume rose to 15m, with a single trade of 6m done at 130.5m included in the total. The shares put on 3 to 132.5p.

Shire Pharmaceuticals had a sparkling stock market debut yesterday. Placed at 175p, the shares started trading at 210p and ended 8 up at 218p with 6.9m changing hands.

Clyde Petroleum lifted 2 to 60p as Murray Lynch put the stock on his buy list. The broker believes a spate of astute acquisitions gives an asset valuation of 70.5p a share and a fair value of 67p a share.

FUTURES AND OPTIONS

| Month | Open | Sett price | Change | High | Low | Sett vol | Open bid |
|-------|--------|------------|--------|--------|--------|----------|----------|
| Mar | 3742.0 | 3764.0 | +22.0 | 3785.0 | 3740.0 | 1457 | 3700 |
| Apr | 3742.0 | 3768.0 | +26.0 | 3790.0 | 3740.0 | 329 | 3600 |
| Sep | | 3604.0 | +38.0 | | | 0 | 297 |

| Month | Open | Sett price | Change | High | Low | Sett vol |
|-------|--------|------------|--------|------|-----|----------|
| Mar | 4200.0 | 4250.0 | +50.0 | | | 0 |

| Month | Open | Sett price | Change | High | Low | Sett vol |
|-------|------|------------|--------|------|------|----------|
| Mar | 3700 | 3690 | -10 | 3700 | 3680 | 3600 |

| Month | Open | Sett price | Change | High | Low | Sett vol |
|-------|------|------------|--------|------|-----|----------|
| Mar | 108 | 108 | 0 | 108 | 107 | 100 |

MARKET REPORTERS:

Peter John, Joel Kibazo, Jeffrey Brown.

TRADING VOLUME

| Stock | Vol | Deal | Deals |
|------------|-------|------|-------|
| ASDA Group | 2,500 | 100 | 100 |
| ASDA | 2,500 | 100 | 100 |
| ASDA | 2,500 | 100 | 100 |
| ASDA | 2,500 | 100 | 100 |
| ASDA | 2,500 | 100 | 100 |

FINANCIAL TIMES EQUITY INDICES

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago | High | Low |
|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Ordinary Share | 3779.8 | 3745.0 | 3748.7 | 3736.3 | 3727.7 | 3322.8 | 3786.2 | 2238.3 |
| Ord. div. yield | 3.81 | 3.84 | 3.81 | 3.82 | 3.84 | 4.55 | 4.73 | 3.76 |
| P/E ratio net | 12.25 | 12.12 | 12.06 | 12.09 | 12.04 | 11.40 | 12.53 | 10.35 |
| P/E ratio mtd | 17.63 | 18.30 | 18.75 | 18.63 | 19.57 | 22.21 | 18.17 | 13.17 |

| Open | 9.00 | 10.00 | 11.00 | 12.00 | 13.00 | 14.00 | 15.00 | 16.00 | High | Low |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 2735.9 | 2746.0 | 2751.3 | 2752.4 | 2754.9 | 2759.5 | 2766.0 | 2769.8 | 2761.4 | 2783.8 | 2735.8 |

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago |
|----------------------|--------|--------|--------|--------|--------|--------|
| SEAD bargains | 33,307 | 31,850 | 31,795 | 32,514 | 30,926 | 22,122 |
| Equity turnover (£m) | - | 1974.2 | 2064.8 | 1565.0 | 2003.7 | 1484.0 |
| Equity bargains | - | 37,036 | 37,247 | 39,482 | 33,618 | 30,990 |
| Shares traded (m) | - | 648.4 | 799.1 | 622.2 | 643.0 | 643.0 |

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago |
|----------------------|--------|--------|--------|--------|--------|--------|
| SEAD bargains | 33,307 | 31,850 | 31,795 | 32,514 | 30,926 | 22,122 |
| Equity turnover (£m) | - | 1974.2 | 2064.8 | 1565.0 | 2003.7 | 1484.0 |
| Equity bargains | - | 37,036 | 37,247 | 39,482 | 33,618 | 30,990 |
| Shares traded (m) | - | 648.4 | 799.1 | 622.2 | 643.0 | 643.0 |

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago |
|-------------|--------|--------|--------|--------|-------|--------|
| Total Rises | 694 | 442 | 110 | 21 | - | 41,899 |
| Total Falls | 442 | 125 | 21 | - | - | 34,078 |
| Stays | 1,265 | - | - | - | - | 17,821 |

London market data: Rises and falls. Feb 15 'Data based on Equity shares listed on the London Stock Exchange.

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FT GOLD MINES INDEX

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago | High | Low |
|------------------|--------|--------|--------|--------|--------|--------|--------|--------|
| Gold Mines Index | 2600.8 | 2570.2 | 2537.7 | 2501.3 | 2478.1 | 2237.3 | 2831.1 | 1888.3 |

| | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago | | |
|-------------------|---------|--------|---------|---------|-------|--------|---------|---------|
| Alkerm (N) | 322.31 | +2.1 | 318.09 | 287.99 | 280 | 35.94 | 353.86 | 227.74 |
| Asiatic (G) | 278 | +1.8 | 267.28 | 255.13 | 253.7 | 2.09 | 16.84 | 181.06 |
| North America (2) | 2115.04 | +3.1 | 2052.22 | 1931.18 | 184 | 82.85 | 2161.18 | 1291.18 |

FT - SE Actuaries Share Indices

| | Day's change | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago | Div. yield% | Net ratio | P/E ratio | High adj. yield | Total Return |
|----------------------|--------------|--------|--------|--------|--------|--------|--------|-------------|-----------|-----------|-----------------|--------------|
| FT-SE 100 | 3779.8 | +0.9 | 3745.0 | 3748.7 | 3736.3 | 3727.7 | 3322.8 | 3.81 | 2.00 | 16.23 | 8.11 | 1514.93 |
| FT-SE Mid 250 | 4189.1 | +0.7 | 4189.1 | 4171.4 | 4174.0 | 4183.1 | 4182.8 | 3.50 | 1.74 | 20.57 | 23.80 | 1658.90 |
| FT-SE A 350 | 1882.1 | +0.7 | 1882.1 | 1874.9 | 1879.6 | 1891.3 | 1885.3 | 3.64 | 1.70 | 19.25 | 25.14 | 1885.13 |
| FT-SE A All-Share | 1856.2 | +0.7 | 1856.2 | 1850.7 | 1857.8 | 1853.3 | 1825.3 | 3.73 | 1.95 | 16.89 | 6.12 | 1544.13 |
| FT-SE A Higher Yield | 1898.8 | +1.0 | 1898.8 | 1898.3 | 1898.9 | 1894.9 | 1885.8 | 4.82 | 1.80 | 16.04 | 6.55 | 1283.41 |
| FT-SE A Best Yield | 2003.9 | +0.7 | 2003.9 | 2003.9 | 2003.9 | 2003.9 | 2003.9 | 2.36 | 2.20 | 18.72 | 5.98 | 1280.41 |
| FT-SE A SmallCap | 2038.9 | +0.3 | 2038.9 | 2038.9 | 2038.9 | 2038.9 | 2038.9 | 3.08 | 1.82 | 22.28 | 3.86 | 1861.30 |
| FT-SE A All-Share | 1856.2 | +0.7 | 1856.2 | 1850.7 | 1857.8 | 1853.3 | 1825.3 | 3.80 | 1.91 | 16.80 | 6.55 | 1638.38 |

The UK Series

| | Day's change | Feb 15 | Feb 14 | Feb 13 | Feb 12 | Feb 9 | Yr ago | Div. yield% | Net ratio | P/E ratio | High adj. yield | Total Return |
|---------------------------|--------------|--------|---------|---------|---------|---------|--------|-------------|-----------|-----------|-----------------|--------------|
| 10 MINERAL EXTRACTION | 3285.75 | -0.7 | 3310.55 | 3304.22 | 3293.56 | 2648.21 | 3.94 | 1.51 | 20.99 | 0.00 | 1382.87 | |
| 12 Extractive Industries | 4295.85 | ... | 4295.56 | 4294.90 | 4240.12 | 3364.51 | 3.72 | 2.36 | 14.05 | 0.00 | 1225.81 | |
| 15 Oil, Integrated | 3325.88 | -1.1 | 3361.00 | 3356.07 | 3351.89 | 2898.00 | 4.15 | 1.35 | 22.24 | 0.00 | 1434.82 | |
| 18 Oil Exploration & Prod | 2174.87 | -0.8 | 2157.78 | 2111.24 | 2028.69 | 1912.83 | 2.26 | 1.48 | 37.88 | 0.00 | 1280.98 | |

Hourly movements

| | Open | 9.00 | 10.00 | 11.00 | 12.00 | 13.00 | 14.00 | 15.00 | High/Low |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|----------------------|
| FT-SE 100 | 3744.8 | 3752.2 | 3758.3 | 3768.8 | 3772.8 | 3774.7 | 3787.9 | 3767.4 | 3777.3 3778.8 3744.2 |
| FT-SE Mid 250 | 4188.5 | 4182.4 | 4170.2 | 4172.2 | 4174.0 | 4183.1 | 4182.8 | 4183.9 | 4185.3 4186.1 4180.9 |
| FT-SE A 350 | 1885.7 | 1888. | | | | | | | |

Market News

FEBRUARY 16 1996

WORLD STOCK MARKETS

EUROPE
Austria (Feb 15 / Sch)
Germany (Feb 15 / Dm)
France (Feb 15 / Frs)
Italy (Feb 15 / Lit)
Netherlands (Feb 15 / Fl)
Spain (Feb 15 / Ptas)
Sweden (Feb 15 / Kronor)
Switzerland (Feb 15 / Frs)
UK (Feb 15 / Pounds)
Denmark (Feb 15 / Kr)
Finland (Feb 15 / Mk)
Portugal (Feb 15 / Escudo)
Greece (Feb 15 / Drachmas)
Poland (Feb 15 / Zloty)
Czech Rep (Feb 15 / Koruna)

INDICES
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NYSE S & P
NASDAQ S & P

ASIA
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Singapore (Feb 15 / S\$)
Thailand (Feb 15 / Baht)
Taiwan (Feb 15 / NTD)
Hong Kong (Feb 15 / HK\$)
Philippines (Feb 15 / P)
Indonesia (Feb 15 / Rp)
New Zealand (Feb 15 / NZ\$)
South Korea (Feb 15 / Won)

AFRICA
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Morocco (Feb 15 / Dirhams)
Egypt (Feb 15 / Pounds)
Zimbabwe (Feb 15 / Dollars)
Botswana (Feb 15 / Pulas)
Namibia (Feb 15 / Dollars)
Kenya (Feb 15 / Shillings)
Tanzania (Feb 15 / Shillings)
Uganda (Feb 15 / Shillings)
Zambia (Feb 15 / Kwanzas)
Zimbabwe (Feb 15 / Dollars)

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INDEX FUTURES
CAC-40
DAX
DAX-NEE
DAX-IND
DAX-TEC
DAX-ENER
DAX-INDU
DAX-SECT

INDICES (continued)
Australia
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Transport
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NASDAQ Comp
NYSE Ind
NASDAQ Ind
NYSE Mid
NASDAQ Mid
NYSE Div
NASDAQ Div
NYSE S & P
NASDAQ S & P

ASIA (continued)
Japan
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Hong Kong
Philippines
Indonesia
New Zealand
South Korea

AFRICA (continued)
South Africa
Morocco
Egypt
Zimbabwe
Botswana
Namibia
Kenya
Tanzania
Uganda
Zambia
Zimbabwe

INDEX FUTURES (continued)
CAC-40
DAX
DAX-NEE
DAX-IND
DAX-TEC
DAX-ENER
DAX-INDU
DAX-SECT

INDICES (continued)
Australia
Canada
Germany
Japan
Korea
Malaysia
New Zealand
Singapore
South Africa
Taiwan
Thailand
UK
USA
World

US INDICES (continued)
Dow Jones
Industrial
Home Bldg
Transport
Utilities
NYSE Comp
NASDAQ Comp
NYSE Ind
NASDAQ Ind
NYSE Mid
NASDAQ Mid
NYSE Div
NASDAQ Div
NYSE S & P
NASDAQ S & P

ASIA (continued)
Japan
Korea
Malaysia
Singapore
Thailand
Taiwan
Hong Kong
Philippines
Indonesia
New Zealand
South Korea

AFRICA (continued)
South Africa
Morocco
Egypt
Zimbabwe
Botswana
Namibia
Kenya
Tanzania
Uganda
Zambia
Zimbabwe

4 pm Close February 16

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Continued on next page

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and 'AMEX COMPOSITE PRICES'.

Table of NYSE Composite Prices (continued) with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'AMEX COMPOSITE PRICES' and 'AMEX COMPOSITE PRICES'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and 'NASDAQ NATIONAL MARKET'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'AMEX COMPOSITE PRICES' and 'AMEX COMPOSITE PRICES'.

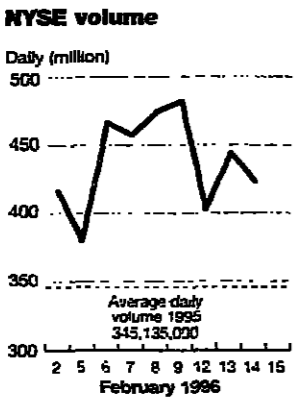
Table of AMEX Composite Prices (continued) with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'AMEX COMPOSITE PRICES' and 'AMEX COMPOSITE PRICES'.

Table of AMEX Composite Prices (continued) with columns for Stock, Bid, Ask, High, Low, Change, and Volume. Includes sub-sections for 'AMEX COMPOSITE PRICES' and 'AMEX COMPOSITE PRICES'.

Advertisement for 'Turkey' featuring the headline 'Have your FT hand delivered in Turkey.' and text describing the service of delivering the Financial Times to various locations in Turkey.

AMERICA IBM shares climb to a five-year peak

Wall Street US shares were mixed at mid-session yesterday as technology issues in the Nasdaq composite continued to hold recent gains...



American Stock Exchange composite slipped 0.59 to 560.49. New York SE volume was 233m shares.

Latin America weak

Mexico City was slightly weaker by mid-session, shedding an early gain that reflected hopes that the peso would rebound after recent losses.

S Africa takes upward track

Johannesburg was higher as gold shares benefited from a slightly firmer bullion price and industrials were boosted by a buoyant bond market.

EUROPE Royal Dutch down 4%, Amsterdam at new high

Royal Dutch dropped 4 per cent in AMSTERDAM as a number of brokers downgraded the stock following disappointment over the group's fourth-quarter earnings.

Dow, responding with the general index up 4.29 or 1.3 per cent to an all-time high of 5495.93 as turnover soared from FtSE 200 to FtSE 400.

FT-SE Actuaries Share Indices

Table with columns for FT-SE 100, FT-SE 200, FT-SE 400, and FT-SE 600, showing daily changes and indices for various dates.

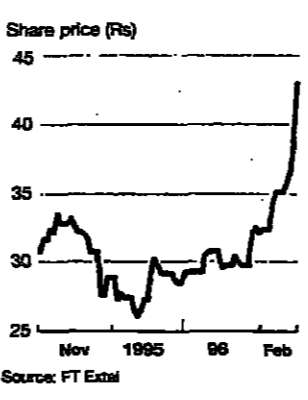
medicare/pharmaceuticals area: Fresenius prefs rose DM11 or 8.5 per cent to DM181 as the dialysis merger plan with W.R. Grace of the US...

ASIA PACIFIC Hint of higher interest rates leaves Nikkei easier

Tokyo Comments by the finance minister that domestic interest rates might be too low caused a flurry of selling on both the futures and bond markets...

was also weak with Mitsubishi Bank down Y30 to Y2,300. Concerns over semiconductor demand weighed on high-technology stocks.

Pakistan Telecom



speculation that the company would announce disappointing 1995 earnings. Dealers said, however, that earlier rumours of a call warrant issue had faded.

three successive rises, with sentiment soured by news of a grenade attack in the financial district of Makati. The composite index eased 9.69 to 2,933.70...

FT/S&P ACTUARIES WORLD INDICES

Large table showing FT/S&P Actuaries World Indices for various countries and regions, including Australia, Canada, Europe, and the US, with columns for index values and changes.

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Handwritten Arabic text: مكتبات الأصيل

هنا اننا نرصد

After the Docklands bomb IRA hopes pro-British paramilitary organisations will maintain their ceasefire

London police 'make safe a small device'

By John Kampfer at Westminster and John Murray Brown in Dublin

Fears of a full resumption of the Irish Republican Army's terror campaign increased yesterday as police said they had "made safe a small device" in central London. Scotland Yard said the device "bore all the hallmarks of the Provisional IRA" and criticised "imprecise locations given in two coded warnings."



Soldiers of the British army's Royal Irish Regiment unloading equipment yesterday from a Royal Air Force Hercules at Belfast. The soldiers are among 500 newly posted to Northern Ireland

The incident came in the wake of an IRA warning that it would not restore the ceasefire it abandoned last Friday shortly before it detonated a bomb in the Docklands area to the east of the City of London. Several streets and Underground stations were closed for a few hours during a search which centred on a telephone kiosk. Office workers were told to stay in buildings. The "device" was found close to the scene of a bomb attack on a pub near Long Acre in which a customer died.

In Ireland, the IRA said it had been given "a clear, unambiguous" understanding by the former government of the Republic of Ireland that detailed negotiations about the future of Northern Ireland would begin soon after a ceasefire. It said the present government of the republic had been informed of that when it came to power.

But Mr John Bruton, the prime minister, said he had not been told of any such deal. Officials of Mr Bruton's government are due today to have their first contacts since last

week's London bomb with Sinn Féin, the political wing of the IRA. But the ominous statement from the IRA (right) reinforced British and Irish fears of a series of terrorist attacks in the weeks ahead. Britain has already restored a number of the security mea-

sures relaxed after the ceasefire was introduced in August 1994. The first contingent of 500 extra troops sent back from the mainland began arriving in Northern Ireland early yesterday. The IRA denied that last week's bomb in London had

highlighted a split in the republican movement and said it wished Sinn Féin success in efforts to secure all-party talks.

Mr Michael Ancram, a Northern Ireland minister in the British government, yesterday reiterated the government's commitment to elections to a constitutional convention. "There can be elections without a ceasefire," he said in Northern Ireland. "There can be negotiations between democratic parties who accept democratic principles. That process will continue."

But he refused to be drawn on the possibility of Sinn Féin being allowed to take part in elections without a new IRA ceasefire. Senior UK and Irish officials met in London to prepare an anticipated summit between prime ministers John Major and John Bruton next week.

The two governments appear to be heading towards a compromise in which the Irish plan for brief Dayton-style "proximity talks" could take place soon, followed by elections in Northern Ireland on the pattern suggested by the British government. These, in theory, would prepare the ground for all-party negotiations on a political settlement.

The Irish Republican Army will continue "to assert Irish national rights in the face of British denial for as long as necessary," a spokesman for the organisation's "general headquarters staff" said yesterday in an interview with the republican newspaper *An Phoblacht* (The Republic).

He added that the end of the 17-month ceasefire was brought about by "John Major's cynical misuse and betrayal of the historic opportunity offered by the Irish peace initiative... He has betrayed the Irish peace process and has deliberately squandered this opportunity to resolve the causes of the age-old conflict between Britain and the Irish people."

He hoped anti-republican "loyalist" paramilitary organisations would not abandon their ceasefire, called in 1994, soon after the IRA cessation.

"The IRA have no desire to engage loyalists in any military sense," said the IRA spokesman. "We do know that they have continued to very actively target nationalists... On the other hand they have shown themselves capable of imaginative and radical thinking at times."

Scott report on arms for Iraq Guidelines on sensitive exports were discreetly relaxed

'Concealing of policy was reprehensible'

By Jimmy Burns in London

On September 24 1990, President Saddam Hussein invaded Iranian territory, sparking off a bloody conflict between neighbours. In January 1991, the British cabinet's overseas and defence committee, chaired by prime minister Mrs Margaret Thatcher, agreed that although lethal arms and ammunition should not be supplied to either side, "every opportunity should be taken to exploit Iraq's potential as a promising market for the sale of defence equipment". To that end lethal items should be interpreted in the "narrowest sense and the obligations of neutrality as flexibly as possible".

The flexible interpretation was supported strongly from the outset by the Ministry of Defence and UK defence businesses, notably International Military Services, a government-owned company.

In 1981 IMS negotiated a multi-million pound contract for the building of a secretive weapons complex in Basra, southern Iraq, which included testing facilities for Exocet missiles. Mr John Nott, the defence secretary, wrote to the Iraqi ambassador in London, assuring him that the UK government would fully guarantee the performance of all IMS's contractual obligations.

The UK's commercial links with Iraq were underpinned

Scott's main points

DEFENCE SALES TO IRAQ Decision to relax government guidelines not revealed to parliament. Government statements in 1989 and 1990 "constantly failed" to comply with recognised standards of procedure. Overriding and determinative reason was "fear of strong public opposition".

WILLIAM WALDEGRAVE (Treasury minister) Failure to inform parliament of government policy on arms sales "deliberate" and in violation of a guideline "not even remotely verifiable".

SIR NICHOLAS LYELL (attorney-general) Showed "unsound" judgment in applying for public interest immunity certificates and "a serious misunderstanding of the role and duty of a minister" making such an application.

OTHERS Lord Howe and Foreign Office staff repped for misleading parliament over government guidelines and arms policy. Lord Howe's reasons were "insufficient" to give parliament and the public information which was "incomplete and in certain respects misleading". Ministers who signed "PI certificates" and especially Michael Heseltine (now deputy prime minister), exonerated.

PI CERTIFICATES Some documents covered by so-called gagging orders were "not warranted by authority" and "ought to have had no place in a criminal trial". Defects cited in their preparation and signing.

THE MATRIX CHURCHILL TRIAL "Ought never to have commenced".

Following the start of the Gulf war with trade credits approved through the Export Credits Guarantee Department. Part of these credits included a defence allocation of £50m (\$77m) that was kept secret. "The concealing of that policy from parliament was...

At the end of 1984, Sir Geoffrey Howe, the foreign secretary (now Lord Howe), approved a new set of guidelines which, though intended by some officials to be more restrictive, were open to diverse interpretation.

The government would "not in future approve orders for any defence equipment which in our view would significantly enhance the capability of either side to prolong or exacerbate the conflict".

Lord Howe, in a move criticised in the report, agreed that the guidelines should initially circulate within Whitehall and only "trickle out" in response to parliamentary questions.

By 1987 there was a 16-page list of defence equipment exports to Iraq which had been approved by government. The list included radar systems, spyware for jet aircraft, laser rangefinders, reinforced helmets and high-precision lathes.

Iraq grew in the 1980s to become the third-biggest export market for the UK machine tools industry. By the end of 1988, and with two years to go to the invasion of Kuwait, the annual value of UK machine-tool exports to Iraq stood at £31.4m.

Initially machine tools made by British companies were designed for jet aircraft, laser artillery shells, although an early batch from Colchester Lathes, a subsidiary of the 600 Group, were officially marked

in the export applications for the "manufacture of jigs, fixtures, dies and general engineering products".

Three junior ministers - Mr William Waldegrave (Foreign Office), Mr Alan Clark (Department of Trade), and Lord Trevelyan (Ministry of Defence) decided in December 1988 to change the wording of the guidelines. "No arms to enhance the military capability of either side" was replaced by the much looser "no arms for offensive operations".

The three ministers agreed not to publicise the change in wording, and parliament continued to believe that the old guidelines curbing UK defence exports to Iraq remained in place.

Among the more controversial exports covered by report are those involving Matrix-Churchill and other British companies in the development of Iraq's own conventional weapons and nuclear industry in the run-up to the invasion of Kuwait. Matrix-Churchill became part of an Iraqi procurement network spanning several countries including the US and Chile.

Matrix Churchill machines were found by UN inspectors after the 1990-91 Gulf war in Iraqi military establishments. Letters to MPs about the relaxation of the rules which were "untrue" and "misleading" in important respects.

Names switch stance on auditors

By Ralph Atkins, Insurance Correspondent

Loss-making Names have raised the stakes in negotiations with auditing firms caught in legal actions over Lloyd's of London. They are suggesting that the auditors may be left out of a planned out-of-court settlement - so that they could still be pursued for compensation.

News of the move comes as pressure mounts before the implementation of Lloyd's recovery plan.

This includes a settlement to offer worth £2.5bn (\$4.0bn) to loss-making and litigating Names, the individuals whose assets have traditionally supported Lloyd's. Names had wanted auditors - including some of the "Big Six" accountancy firms - to help increase the settlement fund to above £3bn.

Now, however, some Names believe their interests may be

Minister hails end of 'workers' power' era

Britain is experiencing "a spectacular economic recovery" with rapidly falling unemployment and rising inward investment, Mrs Gillian Shepard, education and employment secretary, said in Paris. She said the country's success was a result of the government action to cut taxes on employers, increase job flexibility and curb trade union power. During the 1970s the UK had experienced "workers' power" which brought high unemployment, strikes, inflation and economic stagnation, Mrs Shepard said in a speech delivered in French.

"This is why we radically changed our thinking in the 1980s and decided to reform the labour market and relations between bosses and workers," Mrs Shepard continued. "This policy is today considered by the majority of the British people as irreversible." Britain had rejected the social chapter of the European Union's Maastricht treaty to avoid compromising the country's policy of employment deregulation, Mrs Shepard said. "Too powerful trade unions and an overregulated job market will never be factors in economic growth or increase of jobs in the UK." But this did not mean she was telling the French to do the same as the British. "I have no intention of telling another country what is the best way it should decide its employment policy."

Rational EU debate urged

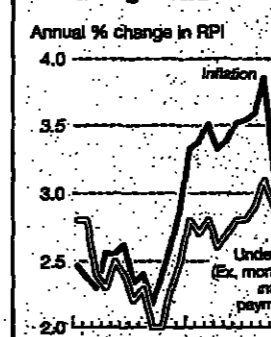
The business debate on Europe had to focus on three areas of interest, said Mr Adair Turner, director-general of the Confederation of British Industry. They involved a practical programme to complete the single market - including liberalisation in sectors such as telecommunications, more effective elimination of state aid and more rapid translation of single market directives into national legislation, he told a forum in London organised by the pro-British European Forum.

Businesses also wanted sensible debate on a pragmatic approach to institutional reform, especially in those areas affected by future European Union enlargement. Mr Turner said that the CBI, the biggest lobby for British employers, supported enlargement as a means of creating a bigger market. But he warned that it could not occur without a review of structural funds and the Common Agricultural Policy.

He said support for European economic and monetary union should not be used as the sole measure of "good Europeanism". To establish the best options for UK business there had to be rational discussion of a single currency based on "logic and facts rather than emotion and slogans".

Inflation sinks to 13-month low

Declining trend



A sharp fall in mortgage costs and a steep price discounting after Christmas pushed inflation last month to its lowest level for more than a year. The annual rate of retail price inflation fell from 3.2 per cent in December to 2.9 per cent last month, the Central Statistical Office announced. That was the first time it had been below 3 per cent since December 1994. The underlying inflation rate - which excludes mortgage interest payments on loans to homebuyers - fell to 2.8 per cent in January from the previous month's 3.0 per cent. The figures reinforced economists' expectations that the government was on course to meet its inflation target and that interest rates would soon be cut again. Mr Michael Saunders, UK economist with the US investment bank Salomon Brothers, said: "Inflation is likely to fall further in February with the headline and underlying rates down to about 2.5 per cent." The government's target is to bring underlying inflation down to between 1 per cent and 2.5 per cent by spring 1997.

GKN faces component rival

GKN faces a potential challenge to its world-leading role as producer and licensor of the mechanism which allows front-wheel-drive cars to work - the constant velocity joint. The joint has a market of about 180m units a year, worth more than \$4bn, of which GKN makes about 34 per cent and licenses its technology to manufacturers around the world. Rival technology - still at an early stage of development - is being developed by FF Ricardo, the UK engineering consultancy group, for Jersey-based company Transmission Systems under a joint venture with Lica, the London investment capital group.

The "Lica CV Joint" has been patented in 57 countries and this week was claimed by its developers to be lighter, smoother, more efficient and potentially longer-lasting than conventional CVJs. The joint is said to be fully efficient even when a car or truck is being turned on maximum steering lock - a condition where conventional CVJs can suffer wheel wear.

While GKN is refusing to comment on the rival technology, its own engineering assessment is understood to raise doubts about it in several areas including its ability to withstand high-speed operation, heat generation and vibration. Mr Derek Barnard, Transmission Systems' managing director, said the criticisms were groundless. The technology would start full trials in about a year.

John Griffiths, Industrial Staff

Forgotten anniversary: The 25th anniversary of the full replacement of old currency with decimal coinage passed almost unremarked yesterday. Many people polled about the anniversary had forgotten the names of coins that had been used for more than a hundred years. The present system in which 100 pence add up to £1 replaced a pound consisting of 240 pence or 20 shillings. Until 1956 the penny was itself divided into four farthings.

Thatcher ministers criticised while she is cleared

By George Parker at Westminster

Baroness Thatcher was prime minister throughout the 1980s, and head of a government which is criticised severely by Sir Richard Scott. Yet she emerges from the report with her reputation almost intact.

Sir Richard could find no evidence that the Mrs Margaret Thatcher, as she then was, knew of the relaxation of guidelines on arms sales to Iraq agreed by her junior ministers. The former prime minister was not "formally informed of the changes", he says.

Mr Alan Clark, the former trade minister, told the inquiry that Mrs Thatcher had been informed of the approach, but Sir Richard says that assertion was not based on any direct

knowledge. "There is no documentary indication that the prime minister was at any stage after December 1988 consulted about or kept in touch with the development of defence sales policy towards Iran or Iraq," the Scott report says.

Sir Richard says Mrs Thatcher did give an erroneous answer to a parliamentary question on April 21 1989, in which she said the government had not changed its policy on arms sales to Iraq. "This answer, drafted in the DTI [Department of Trade and Industry], was inaccurate and misleading," he says. "Mrs Thatcher had not been kept abreast of the change."

Lady Thatcher, now aged 70, told the inquiry she had no knowledge of the way the guidelines were operated but

should have been told of the decision by junior ministers to relax them following the 1988 ceasefire in the Iran-Iraq war.

Subject to criticism, some of it scathing, Mr Tristan Garel-Jones, a junior Foreign Office minister at the time of the Matrix Churchill trial, is lambasted for the wording of his public interest immunity certificate. Mr Garel-Jones claimed in his certificate that the disclosure of documents revealing Matrix Churchill's involvement with the security services could cause "unquantifiable damage".

In his evidence to the Scott inquiry, Mr Garel-Jones said the expression could have been taken to mean "unquantifiable small". Sir Richard said such a suggestion was "risible".

Lord Howe, who was foreign

secretary from 1983 to 1989, also faces criticism from Sir Richard, who says he sent letters to MPs about the relaxation of the rules which were "untrue" and "misleading" in important respects.

Lord Howe is said to have been aware of a "broad relaxation" of policy in the summer of 1988, even if he was not aware of the detail. He defended his failure to reveal the "reformulation" of policy on the grounds that it could be damaging to foreign policy.

But Sir Richard concludes that Lord Howe went too far in disguising the change. "A formulation could, and in my opinion should, have been found which would at least have avoided being misleading."

Executive pay reform is opposed

By William Lewis and Jim Kelly

Companies yesterday sought to prevent implementation of one of the most controversial executive pay reforms to be proposed in recent years, angering some institutional investors and members of an influential directors' pay group.

The Confederation of British Industry said it did not want directors of public companies to have to disclose the full capital value of their pensions, a reform put forward by actuarial experts following publication of the Greenbury committee's report on executive pay.

Instead the CBI said that a "significant majority" of its members wanted the disclosure of directors' pensions to use a method called "accrued benefit". This method - one of the five options put forward by actuaries on behalf of Greenbury - would result in lower figures being disclosed and

smoothed out over time. It defended the choice as being based on "facts not conjecture" and being in line with US practice. It added that large pay increases would still be reflected in the benefits shown.

Sir Richard Greenbury, chairman of the Greenbury committee and of the Marks & Spencer retail chain, said he supported the accrued benefit method. "It is a personal view, but I think that is the best way forward," he said yesterday. The Institute of Directors also backs the method.

The move angered at least two Greenbury committee members and top institutional shareholders who complained that it was part of an attempt to water down several of the committee's original demands.

Actuarial experts were asked by Greenbury to put forward a method of "transfer value" - in which some companies would have had to reveal huge capital

benefits in their accounts. However, companies lobbied the London Stock Exchange and government to reconsider, and the same actuarial experts agreed to publish a consultative document to which the CBI was responding yesterday.

But one Greenbury committee member said: "I am very depressed about this." He added that the CBI method did not follow the spirit of Greenbury. "There are a lot of vested interests around."

The National Association of Pension Funds, a representative body for fund managers, is expected to publish its recommendation on pension disclosure soon, and it is thought to oppose the accrued benefit method. Greenbury members say the pensions issue is the latest example of some of the report's recommendations being diluted. Parts of the Greenbury code on pay now only have to be "given full con-

sideration" by public companies. Shareholders' right to vote on certain bonus plans for directors are also in doubt.

Mr Martin Broughton, chief executive of BAT and chairman of the CBI's companies committee, said the accrued benefit method was backed by the Association of British Insurers, a body representing fund managers. He insisted that the CBI's chosen method was in line with Greenbury committee principles. "We believe the accrued benefit method will provide the information as simply as possible, so that it is readily understood by both shareholders and companies without needing an actuary at their elbow." The Institute and Faculty of Actuaries is considering responses to its consultation paper and is expected to recommend a method within two months.

Interest in Forbes tax idea grows

By James Blitz at Westminster

Mr Steve Forbes, the US millionaire publisher, has just suffered a setback in his bid for the Republican presidential nomination. Yet this is also the week when his flagship idea - the introduction of a flat rate of tax to cover all incomes - became a new watchword for a group of MPs in Britain's governing Conservative party.

Some Conservatives have put pressure on the government to consider a long-term commitment to a flat rate of tax which would replace the complex structure of income taxation in Britain.

It is a remarkably radical proposal even by the standards of the current Conservative party. Yet it has not been dismissed by Treasury ministers who tend to be unusually cautious about such sweeping innovations. The concept is

simple. The current structure of the tax system, with three rates of income tax and about 30 reliefs and allowances, would be swept to one side. In its place would come a single positive rate of tax for all incomes - 10 per cent and 15 per cent are the figures most favoured by the MPs proposing the idea - and the abolition of every existing form of relief.

The only allowance would be an income tax exemption ensuring that people on low pay are kept out of tax and that their payments to the Inland Revenue are progressive.

Some MPs were passionate in their claims for flat taxation this week. Mr Nigel Forman, a respected member of the House of Commons Treasury committee, said the idea had "considerable merits" and should not be seen only in a US context.

Mr David Shaw, Conserva-

tive MP for Dover, argued that a flat tax would mark "the end of big government and complex systems of taxation".

The government has been cautious so far. But Mr Michael Jack, financial secretary to the Treasury, surprised some MPs this week by conceding that his backbench colleagues were "putting forward ideas that should be considered by anyone thinking about the future of taxation".

What are the arguments in favour? Mr Forman gives five. He argues it would greatly simplify the calculations which taxpayers have to make, and reduce tax evasion through more transparent arrangements. It would "enhance the country's competitive position internationally" through lower rates and encourage people to take a closer interest in public expenditure restraint.

Above all, he says, it would reduce the potential for "social engineering" by means of specific tax incentives, reducing the number of people who take social and business decisions because of tax incentives.

But Mr Jack has raised several objections. To be attractive, a flat rate would almost certainly involve an immense cut in government revenue. Treasury calculations show that a 15 per cent flat rate of tax with an income-exempt allowance of £7,000 (£10,700) would reduce the government's revenue yield by £32bn at 1995-97 income levels. To be revenue neutral, the flat rate of tax would have to be set at 27 per cent - well above existing basic and lower rates - with an allowance of £7,000.

Another argument cited by British ministers is that of a flat rate of tax would have less impact in the UK than in the US, where a more complex tax code continues to exist.

February 16 1996
w high
By Michael Morgan at
Michael Morgan at

easier
The flexible interpretation was supported strongly from the outset by the Ministry of Defence and UK defence businesses, notably International Military Services, a government-owned company.

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The stakeholding company has more than one responsibility and measure of success, argues John Kay

The root of the matter



What is a stakeholding corporation? The debate is between those who think that Barclays, Glaxo and BT exist to maximise returns to their shareholders; and those who think they have wider, but more specific, objectives.

They should seek to be outstanding businesses in their field. The corporate objective of Barclays is to be a great bank; Glaxo should aspire to be a fine drug company; and BT's purpose is to be an effective provider of telecommunications services. And what do we mean by a good business? A successful bank, pharmaceutical company or telecoms business is one which meets the legitimate, and changing, needs of its many stakeholders. It delivers quality and value to its customers, provides a secure and rewarding environment for its employees, develops productive partnerships with its suppliers, earns high returns for its investors and deserves and receives the respect of the community within which it operates.

The phrase "a good business" is like the phrase "a beautiful view". It is multi-faceted, and not quantifiable, but nobody has much difficulty in recognising it. Almost everyone would agree that Barclays is a better bank than BCCI, Glaxo a better pharmaceutical company than Distillers, and BT a better telephone operator than it was. Put like this, stakeholding theory seems barely controversial. There are not many people at Barclays who do not share an aspiration to be a great bank. And if you ask the people at Barclays what they are trying to do, 100 people will tell you that, for every one who mentions shareholder value.

So what is the argument about? Opponents of the stakeholder approach do not, of course, suggest that firms should ignore the interests of their customers and their

employees. They argue that competitive markets require that firms do these things anyway.

A profit maximising firm will deliver good value for its customers, and develop the skills of its employees; not because these things are ends in themselves, but because they will lead to higher profits in the long run. Now if there is no difference between the theories, there is not much point in going on arguing.

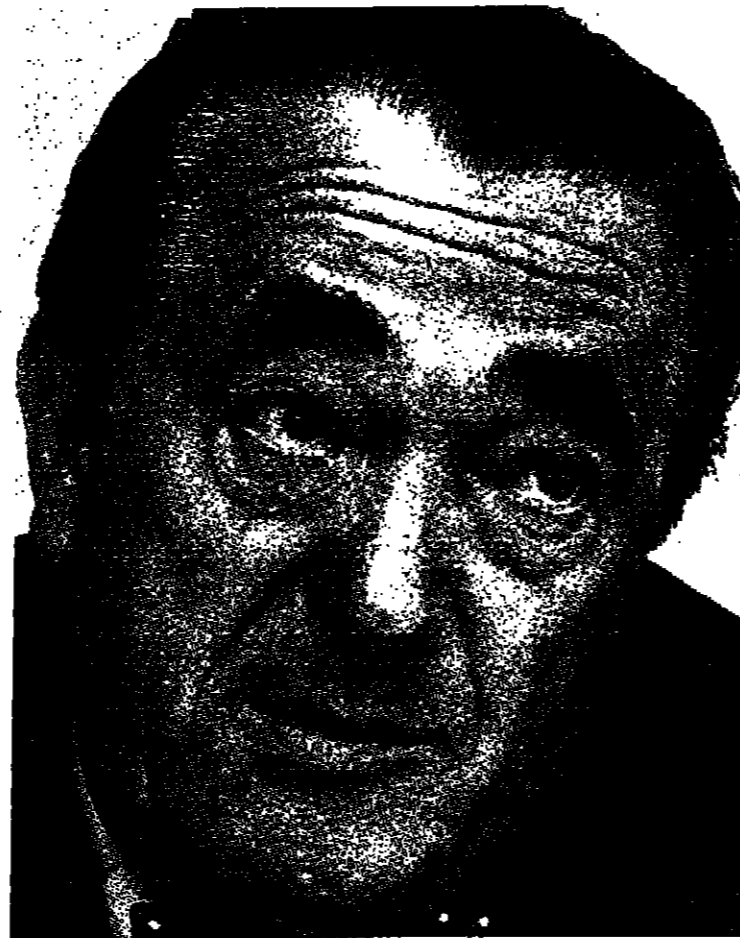
But there is a big difference. The shareholder value approach is fundamentally instrumental: meeting customer needs is a means not an end. When the shareholder value maximising firm expresses concern for the welfare of its employees, it does so not because it has genuine concern, and if its managers do they must try to suppress it; it does so because it fears that failure to express such concern will be bad for its long-term profitability. Even if the actions which follow appear to be the same, the difference is profound.

We do not need to have read Kant's moral philosophy to appreciate the difference between the per-

The phrase 'a good business' is not quantifiable

son who proffers his friendship because he likes you, and the person who proffers it because he hopes to sell you double glazing. Both may buy you a drink but one is admirable, the other repulsive.

The commercial difference is that the double glazing salesman's smile is effective only for activities like the purchase of double glazing, which happens only once. It is in this very fundamental sense that stakeholding economies are long term and shareholder ones are not. What is wrong with instrumental approaches to human relationships is not just that they are immoral. It is also that they rarely work for



Robert Maxwell did not exemplify the stakeholding culture

long. And mostly, we understand that. Opponents of stakeholding therefore point to undeniably successful businesses, such as Marks & Spencer or Matsushita, which make profits at the same time as they provide value for customers and satisfaction to employees, and argue that pursuit of maximum profit inevitably leads companies to fulfil the interests of other stakeholders as well. But this argument is topsy turvy.

One need look no further than Robert Maxwell or Michael Milken to see that it is possible to make very large amounts of money without establishing enduring businesses of substance or value, or meeting any real needs other than your own. In contrast, no one who reads about Matsushita or M&S can be in any doubt that the primary objective of those who built them was to create good businesses.

The essential point is not that profitable businesses are good businesses - they may or may not be - but that good businesses are profitable. And for the straightforward reason that being profitable is one of the things - although not the only thing - that good business is about.

So stakeholding does not suggest corporate executives should attempt to advance the public interest. It

simply claims that business has more than one responsibility and more than one measure of success. Now this multiplicity of corporate objectives which this implies causes some people difficulty.

And there is something, although not much, in the point. People often perform most effectively when given crude and clear objectives whose achievement can be easily monitored - "kill the enemy", "sell as much life insurance as you can". But mostly, and fortunately, life is not like that. Being a good journalist, or a good teacher, or a good economist, or a good parent, involves balancing competing interests and conflicting objectives.

We could eliminate this uncertainty by defining simple criteria for judging all these things - journalists should write short sentences, teachers aim for the maximum GCSE passes - but the gains we would make by clarifying the objective would be more than offset by the losses which result because the objective is grossly oversimplified.

Why on earth should anyone have ever thought that business was so much easier, or that the rather well-paid job of corporate executive involved none of the balance of judgment required of a journalist or a teacher?

Germany needs its works councils

The head of Siemens tells Wolfgang Münchau why consultation with workers is necessary

German industry is worried on two counts. One is the short-term downturn in the domestic economy, the other is the long-term question of German competitiveness with the rest of the world.

Germany is gripped by a mood of *Industriedesarmung* because of these two problems. Many leading industrialists have called for an overhaul of the welfare state and a new relationship between industry and the trade unions. But their ranks do not include Heinrich von Pierer, chairman of Siemens, the electronics group. He believes Germany's problems result not so much from a malfunctioning system as from specific errors. Indeed, von Pierer believes that Germany draws strength from a co-operative system of industrial relations. This includes co-determination and collective regional wage bargaining, two main pillars of Germany's industrial relations structure.

Von Pierer says that co-determination at Siemens helped the company achieve fierce restructuring over the past three years. Under the programme, called Top, Siemens achieved a substantial improvement in productivity, brought about largely by cutting 40,000 from the company's German workforce over several years.

To achieve cuts of such scale and without disruption Siemens had to co-operate with its works council. Von Pierer says: "The works council is not a problem because of the way we constructed the programme from the beginning. First, we cut a deal with the works council. And this deal became possible because we convinced them that we were not planning just a simple re-engineering programme."

Cost reduction, although needed, "was just not enough. We told ourselves that we have to combine this with other elements. We recognised that we could only achieve productivity gains through growth, and that we could achieve growth only through new and improved products. Productivity is naturally

the most important. But we also need growth and innovation."

Von Pierer believes this multi-faceted strategy was vital for obtaining the support of the Siemens workforce, which is among the best-paid groups of employees in Germany.

"The works council supported us because we put our restructuring plans on three pillars [cost cutting, innovation and growth]. Today the chairman of the works council would tell you that we would no longer exist if it had not been for Top. Just imagine, where else would you hear something like this? The reason is that we work hard to persuade the works council and that we do not work against them."

The general experience in German industry is that

The German system can work for management, as long as change can be implemented gradually

co-determination works as long as no one is forced to leave unwillingly. If that happens - as at Daimler-Benz Aerospace recently - works councils become unco-operative and even militant.

At Daimler-Benz, which has a long record of compulsory redundancies, goodwill between employers and employees has disappeared.

The German system can work for management, as long as change can be implemented gradually. Von Pierer says that co-determination has its advantages: "It means that we create a relationship of trust, that one talks to the people, that one tells the truth, that one builds up a reserve of trust, not only if you are in difficulties, but over a long time."

Von Pierer, however, is critical of a series of developments in the German metal and electrical industries, most notably the generous wage agreement - a

complicated formula averaging an increase of between 6 and 7 per cent - negotiated last year by I.G. Metall, the metalworkers' union, and employers.

Another problem for Siemens is Germany's bureaucratic and inflexible working-time rules, most notably the stipulation that no one work for more than 10 hours at a stretch. Like most other German industrialists, von Pierer is unhappy about the large and growing non-wage element of labour costs, made up of a series of social security charges - Siemens will pay more than DM100m (£45m) this year to cover just the percentage increase in those social security contributions.

But von Pierer is sceptical that the cost of German labour is the prime cause behind the rapid rise of investments overseas by German companies. Siemens is among the companies that invest heavily and increasingly abroad, but as von Pierer points out, cost savings are not the prime cause. "The build-up of engineering capability and production must be done with a view to the market. I think it is inappropriate in the long run for us to regard south-east Asia as a region which you treat solely as an export destination."

Von Pierer believes that Siemens, like other German companies, has undergone substantial cultural change - towards US corporate culture - but cautions that Germans will never completely emulate the American model.

"We can't deny that we have a different culture, a different history, a very different social environment. We have co-determination and, of course, we have a 'social' market economy."

"As a businessman I also have to pursue aims other than [profit maximisation]. I have to ensure, and this is a must, that shareholders receive the profit they can expect. But consider that we employ 370,000 people. In order to achieve sustainably high profits, we require employees who are content."

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ARTS

Torch-bearing art

Peter Aspden visits an exhibition devoted to the Olympic Games

The long-jumper, naked and contemplative, stares ahead and prepares to launch himself forward. He holds two weights in his hands, to give him extra impetus, which he will discard at the end of his fifth and final jump. In the background, a flautist plays. All is harmonious; if the jumper fails to land gracefully, his jump will not even be measured.

It is a long way from this enchanting scene of aesthetic unity to the vibrant, occasionally ugly scenes of the modern Olympic Games. Yet the athletic contests of ancient Greece are the touchstones of all modern sport. The Olympic flame is still lit from Olympia; Greece is still the first nation to hoist its flag in the opening procession of each Games.

A group of giant amphorae from the British Museum - prizes from the Panathenaic Games - show wrestlers, charioteers and javelin throwers as they would have appeared in competition. These were far from purely decorative. The winner of certain events would win up to 140 of these vases, full of olive oil. The amphorae are a salutary reminder that the ancient Games were not so pure as many romantics would have us believe; material reward was an important motivating force for many athletes.

But it was the ideals of classical Greece and Rome, as interpreted by the philhellenic scholars of 19th-century Europe, which inspired Pierre de Coubertin to found the modern Games. The famous Olympic motto inscribed at the exhibition's opening: "Citius, Altius, Fortius" (Faster, Higher, Stronger) is, despite the Latin, a modern invention.

The entrance to the Olympic Museum, adorned with eight columns of Thasian marble (a gift from the Greek government), echoes the colonnade of the Temple of Zeus in Olympia. The white main building sits high above Lake Léman, before a dramatic amphitheatre of Alps.

Atlanta was controversially chosen to host the Games over Athens, site of the first modern Olympiad in 1896. The cost of that decision can be measured in goodwill as well as dollars: Greek museums have significantly declined to lend any pieces to the exhibition. What there is in Lausanne is marvellous: pride of place goes to a stunning small cameo with the head of Zeus, probably engraved in Alexandria under the first Ptolemies, which spent 500 years embedded in a Venetian wall. It is one of the first examples of relief sculpture on precious stone.

On the top floor comes another reminder of the changing face of sport: a temporary exhibition devoted to the history of Coca-Cola. Other than it quenches thirst, is a major sponsor of the museum, and is based in Atlanta, there is no obvious reason for this collection of ephemera.

Perhaps the most intriguing of all is a collection of the original Olympic torches used to carry the flame from Olympia to the host venue. The practice was first carried out for the Berlin Olympics of 1936; close inspection of the torch reveals the chilling sight of the Nazi eagle clutching the five Olympic rings with its claws.

Twelve years later came the London Games, and a typically English: "With Thanks to the Bearers" inscribed on the torch. Different styles, shapes and symbols follow, with the first, inevitable appearance of a manufacturer's logo on the torch for the Winter Games in Sarajevo in 1984.

One could reflect on the commercialism of it all; but then one returns to *Olympism in Antiquity* and a battered bronze discus from the 6th century B.C., boldly inscribed with the statement: "Simos Made Me". Simos may not be lining up with Adidas, Nike, Reebok et al in Atlanta, but his spirit will surely smile upon them.

"Olympism in Antiquity" at the Olympic Museum, Lausanne, until 1998.



Poetic: Jason Isaacs and Pooky Quesnel in '1953', Craig Raine's updating of 'Andromaque' Alastair Stuart

Molière and Racine revisited

Alastair Macaulay reviews 'The Misanthrope' and '1953'

The 17th century A.D. was the greatest century for new drama that the world has known since the 5th century B.C. Sometimes, as in the time of Sophocles and Euripides, all-time masterpieces would burst onto the stage every year. As, for example, when Paris saw, in 1666, the premiere of Molière's *The Misanthrope* and then, in 1667, the premiere of Racine's *Andromaque*. Quite by chance these two plays have turned up again on the London stage this week, updated in modern verse versions: *The Misanthrope* adapted by Martin Crimp at the Young Vic, and *Andromaque* revised as "1953" by Craig Raine. The former, unfortunately, is a pitiful affair - but the latter is exciting and unusual.

When Molière first presented *The Misanthrope* - his supreme masterpiece, and among the greatest of all plays - in 1666, general opinion went against it. Who could be surprised? It is a comedy riven by a central streak of tragedy so close to our daily lives that no simple reaction is possible. Here, amid a milieu of elegant social hypocrisy, is Alceste, who must always speak his mind sincerely (or be silent) at the cost of social comfort. He is as disturbing a presence in a comedy as *Stylocl*.

Alceste - who is a playwright here - uses the *f-word* in his second sentence and proceeds in that vein. (Molière's Alceste is not only verbally meticulous but also old-fashioned in his literary tastes.) At the end of Act IV, he polishes off half a bottle of Scotch in one go, and expresses his major outburst of misanthropy in Act V under a crashing hangover. This Alceste has no discrimination: he is merely an

angry loudmouth. Though Ken Stott acts him well, Crimp's characterisation (like Lindsay Posner's direction) is so coarse that it removes all the daring and the heartbreak from Molière's play. Everyone speaks their lines like lumpy, rhyming prose.

At "1953", Craig Raine's poetry is the complete heart of the production. Under Patrick Marber's direction, the actors deliver the best verse-speaking London theatre has heard in many months. The rhymes are almost transparent, the iambic metre gives a beautiful rhythmic tension to every line, and the brief silences between sentences are dramatically alive. The characters seem to derive their very stance - elegant, often immobile and in profile - from the poetry. Wonderful, and rare.

Raine is, of course, an anagram for "Racine", and "1953" is a brilliantly imaginative updating of Racine's play. Racine's play occurs some eight years after the fall of Troy; Raine's is set, breathtakingly, eight years after the British lost the second world war. We are in fascist Italy; Hitler is still alive; and the young claimant to the English throne, whom Hitler wants killed, is present. This fictional "1953" is alarmingly real. Originally commissioned by the Old Vic in 1988 but rejected, Raine's version was published in 1990; in 1992, I reviewed on this page its staging by the Glasgow Citizens. Raine has made several revisions, but much of the play is the same.

Raine's play is a horrifying tragedy of

desire. A loves B, B loves C, C loves D. But B is Hermione (here Princess Ira), who tells A (Orestes; or Klaus Maria von Orestes, Hitler's envoy) that he must kill C (Achilles's son Pyrrhus; or Mussolini's son Vittorio), whom she loves and who has rejected her. When he obeys her, however, she commits suicide. Meanwhile D (Andromaque; or Annette; or Skye) has married C to save her son's life; but she too is prepared to commit suicide rather than consummate a marriage to the man who is forever linked with her first husband's death and her country's fall.

Raine's version drops the heroic grandiloquence of Racine, and instead employs a beguiling naturalism of modern diction. The change of style is radical, and yet both the psychology and (paradoxically) the classicism of Racine's play are vividly present. Raine, like Crimp, uses swear words and foul language; and yet he places them so well that the effect is always dramatic.

The only serious flaw in Marber's staging is that Emma Fielding, though visually impressive, is miscast in the monstrously hard role of the monstrous Ira. She lacks (Raine's word) "violence", and the dynamics of her big speeches are theatrically effective rather than psychologically true. The only problems are tiny matters to do with matters like billiards and epaulettes. Pooky Quesnel is very fine as Annette; Jason Isaacs and Adam Kotz are good as Vittorio and Orestes; and all the supporting roles are superbly played. I am impatient to see this staging again. Verse drama, that almost extinct volcano, is active again.

The Long Mirror

J.B. Priestley's *The Long Mirror* was written in 1940, and has not been professionally staged in Britain since a Royal Court run in 1982. Well-made plays are no longer fashionable, nor is the acceptance of supernatural phenomena - in this case, astral travelling. But Priestley does not take a straightforward line either of evangelism or debunking. When Branwen Elder begins to recount her intimate knowledge of the life of composer Michael Camber, it is plain that no one is more disquieted than she by the visions over which she has had no control.

Juliet Aubrey ably conveys Branwen's unease at having come to know a man as well as he knows himself, yet without ever meeting him: she is a

world away from Madame Arcati. However, it is a grueling role in which all emotions are secondary to Branwen's peculiar state, and by the final act Aubrey begins to flag. The quality of the writing also diminishes, so she still has a better time of it than Peter Firth's Camber, who subsides into a string of "Yes, you're right, I see now" utterances.

Firth's return to the stage is an accomplished one, marred only when the script lets him down. His Camber is a man who has never known quite what he wants in order to satisfy his artistic and personal needs, given to unleashing "the murderous black dog" of

his fearsome temper at the slightest provocation. The composer's mystified journey from disbelieving outrage to wholehearted dependence upon Branwen is laid out skillfully by Firth, who emerges from this third-act quagmire by forging a synthesis of old and new Camber.

Director Marina Calderone resists the temptation to go for an expressionistic production such as *Dadley and MacNeil's An Inspector Calls*; the drawing room set of a north Welsh private hotel is entirely naturalistic. The Mold audience, too, relishes the play's tongue-in-cheek references to Celtic witchcraft, although it

is occasionally a little non-plussed by the main subject matter. That we find the play's altruistic ending rather alien is our fault, not Priestley's. His craft is such that he painstakingly gives every other figure - Rebecca Johnson as Camber's semi-estranged wife, Sheila Reid as the hotel's sole other guest and a scene-stealing David Lloyd Meredith as the general factotum - similar shafts of intuition which echo Branwen and Camber's central experiences.

The Long Mirror is something of an oddity in this day and age, but quite a fascinating one.

Ian Shuttleworth
At Theatr Clwyd, Mold, until March 2 (Tel: 01352-755114)



Victory pose: an athlete depicted on a 5th century BC Greek pot tries to catch the leaved twigs thrown to him by the public to honour him. In his right hand, he carries his sponge and bag on a stick.

INTERNATIONAL ARTS GUIDE

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| <p>AMSTERDAM</p> <p>CONCERT Concertgebouw Tel: 31-20-6730573</p> <ul style="list-style-type: none"> Sylvia McNair, accompanied by pianist Roger Vignoles. The soprano performs songs by Haydn, Schubert, Messiaen, Poulenc and Bizet, 8.15pm; Feb 20 | <p>CAPE TOWN</p> <p>CONCERT City Hall Tel: 27-21-4617084</p> <ul style="list-style-type: none"> The Musica Reservata Ensemble, with conductor Jacques de Vos Malan and soprano Marianna Serfontein perform works by Feldman, Cloete and De Vos Malan; 8pm; Feb 17 | <p>DRESDEN</p> <p>OPERA Sächsische Staatsoper Dresden Tel: 49-351-491110</p> <ul style="list-style-type: none"> Jenufa; by Janáček. Conducted by Wolfgang Rennert and performed by the Sächsische Staatsoper Dresden. Soloists include Anny Schlemm, Roland Wagenthrer, Elisabeth Wilke and Matthias Henneberg; 7pm; Feb 18, 21 | <p>LISBON</p> <p>CONCERT Grande Auditório da Fundação Gulbenkian Tel: 351-1-7935131</p> <ul style="list-style-type: none"> Soloists of the Orquestra Gulbenkian; with bassoonist José Coronado and pianist Eric Malmson perform works by Fauch, Skaalkottas, Hindemith, Dutilleul and Saint-Saëns; 6.30pm; Feb 19 | <p>LONDON</p> <p>AUCTION Christie's Tel: 44-171-6399060</p> <ul style="list-style-type: none"> Important Collectors' Motor Cars: highlights of this sale include a 1952 Frazer Nash Le Mans replica. The car has retained the classic British Racing Green paintwork and still has the original green leather interior. Also a 1953 Aston Martin Ulster and a 1928 Rolls-Royce Phantom I Brewster Newmarket are on sale; 7pm; Feb 19 | <p>LOS ANGELES</p> <p>EXHIBITION MOCA at California Plaza Tel: 1-213-621-2766</p> <ul style="list-style-type: none"> Out of Order; Franklin D. Israel: this exhibition presents an installation by Los Angeles architect Franklin D. Israel, whose designs manifest an innate responsiveness to nature and to the urban context of Los Angeles. The presentation takes the form of a composition of dynamic, angular spaces - walls, ceiling and floor planes, seating areas - within the MOCA gallery which appear to emerge from the existing architecture; from Feb 18 to May 26 | <p>MADRID</p> <p>OPERA Teatro de la Zarzuela Tel: 34-1-42882256</p> <ul style="list-style-type: none"> La Cenerentola; by Rossini. Conducted by Antoni Ros Marba and performed by the Teatro de la Zarzuela. Soloists include Jennifer | <p>MILAN</p> <p>DANCE Teatro Carcano Tel: 39-2-55181377</p> <ul style="list-style-type: none"> Shapiro & Smith Dance: perform choreographies by Shapiro & Smith. Part of the Milano Festival; 8pm; Feb 20, 21, 22, 23, 24, 25 (3.30pm) | <p>MUNICH</p> <p>OPERA Nationaltheater Tel: 49-89-21851920</p> <ul style="list-style-type: none"> Il Barbiere di Siviglia; by Rossini. Conducted by Marco Giuldini and performed by the Bayerische Staatsoper. Soloists include Marita Knobel, Roberto Sacca, Eric Serra and Cecilia Gasdia; 7pm; Feb 17, 19, 23 | <p>PARIS</p> <p>CONCERT Salle Gaveaux Tel: 33-1-49 53 05 07</p> <ul style="list-style-type: none"> Philippe Aigre and Ludmila Jankovská; the pianists perform works by J.S. Bach, Mozart and Gershwin; 8.30pm; Feb 19 | <p>SYDNEY</p> <p>OPERA Drama Theatre, Opera Theatre, Playhouse Tel: 61-2-250-7127</p> <ul style="list-style-type: none"> Fidelio; by Ludwig van Beethoven. Conducted by Richard Hickox and performed by The Australian Opera. Soloists include Wendy Dixon, Kathryn McCusker, Horst Hoffman, Michael Terry and Robert Allan; 7.30pm; Feb 17, 21 | <p>THE HAGUE</p> <p>CONCERT Dr Anton Philipszaal Tel: 31-70-3607925</p> <ul style="list-style-type: none"> Schoenberg Ensemble; with conductor Oliver Krussen, soprano Lucy Shelton and the New London Chamber Choir, conducted by James Wood, perform works by Crawford Seeger; 8.15pm; Feb 18 | <p>VIENNA</p> <p>CONCERT Musikverein Tel: 43-1-5058681</p> <ul style="list-style-type: none"> András Schiff; the pianist performs works by Bartók and Haydn; 7.30pm; Feb 19 | <p>WASHINGTON</p> <p>DANCE Opera House Tel: 1-202-416-4800</p> <ul style="list-style-type: none"> Alvin Ailey American Dance Theatre; perform Ailey's choreographies <i>The River</i> and <i>Revelations</i>, and Zoller's <i>Shelter</i>; 2pm; Feb 18 | <p>WORLD SERVICE</p> <p>BBC for Europe can be received in western Europe on Medium Wave 648 kHz (463m)</p> <p>EUROPEAN CABLE AND SATELLITE BUSINESS TV</p> <p>(Central European Time)</p> <p>MONDAY TO FRIDAY</p> <p>NBC/Super Channel:</p> <p>07.00 FT Business Morning</p> <p>10.00 European Money Wheel Non-stop live coverage until 14.00 of European business and the financial markets</p> <p>17.30 Financial Times Business Tonight</p> <p>Midnight Financial Times Business Tonight</p> |
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Philip Stephens

An obsession with secrecy

It took only a few minutes for the attempts by past and present ministers to defuse the Scott report to come to nothing in the face of its damning truths

The Scott inquiry into the sale of arms to Iraq was conceived in a spirit of half-honest inquiry. Its report has been made public by John Major's government in an atmosphere of racial self-justification.

I use such emotive adjectives advisedly. Before publication, ministers spent eight furtive days building a wall of rebuttals. Sir Robin Butler, the cabinet secretary, and a team of Whitehall's finest were deployed in the same tawdry cause. It survived no more than a few minutes against the damning truths of Sir Richard Scott's text. The government made it impossible for others to study in detail the 1,800-word report. It could not suppress its essential gist.

The 61-year-old appeal court judge has provided us with a masterly illumination of the dark recesses of power. Among its 1,800 pages there are certainly flaws, probably mistakes, no doubt occasional errors of judgment. But there is no contest between Sir Richard's erudite analysis and the pleading of those he so discomforts.

Sample the contrast between the official gloss and the actual report. The first of the hefty batch of self-serving Whitehall press releases to land on my desk before the report itself came from the Cabinet Office.

Drafted no doubt by a minion of the aforementioned Sir Robin, it stated with a confidence borne of contempt that: "Sir Richard Scott's report completely exonerates all ministers and civil servants from any sort of conspiracy or cover-up in relation to the sale of arms to Iraq."

In fact the statement is technically true. Sir Richard endorsed it as such. But it is as deliberately, and grossly, misleading as the many public statements on arms sales to Iraq which formed the basis of the inquiry. Compare it with Sir Richard's central conclusion on whether ministers misled parliament about the

export of lethal equipment to Saddam: "The government statements made in 1989 and 1990 about policy on defence exports to Iraq... failed to discharge the obligations imposed by the constitutional principle of ministerial accountability". There you have it.

The half-truths ran through every sentence of Ian Lang's statement to the House of Commons. I have much time for the president of the board of trade. He is as decent a politician as we expect to find at Westminster these days. But what cynical sophistry infused his version of the report.

We were told by Mr Lang that William Waldegrave, the former Foreign Office minister, had been cleared of the charge that he had misled parliament when constraints on deals with Iraq were relaxed. But listen again to the objective evaluation of the learned judge appointed by Mr Major to discern the truth: "The answers... failed to inform parliament of the current state of government policy on non-lethal arms sales to Iraq. The failure was deliberate."

And the reason for these untrue statements. National security? Sensitive foreign policy considerations? Intelligence-gathering? Not a bit of it, says Sir Richard: "I have come to the conclusion that

the overriding and determinative reason was a fear of strong public opposition."

We could continue with this game for many hours. Sir Nicholas Lyell, the attorney-general, comes in for similar criticism for his role in the prosecution of three directors of Matrix Churchill. This was the company which collaborated with intelligence agents while selling Saddam Hussein sophisticated shell and missile-making equipment.

Sir Richard finds, as expected, that there was no conspiracy among senior ministers to send the company's directors to prison by withholding sensitive documents from the court. The so-called Public Interest Immunity Certificates were signed by the likes of Kenneth Clarke and Michael Heseltine in good faith.

But as to the attorney-general's role, he showed "a serious misunderstanding of the role and duty of a minister asserting a PII claim". And again: "I [Scott] question the propriety of instructing counsel to seek to avoid the disclosure of documents."

Neither Mr Waldegrave nor Sir Nicholas, of course, plan to resign. Sir Richard is generous in his assessment that while the two ministers were culpable, they did not appear wicked. Mr Waldegrave had shown no "duplicious" inten-

tions. Sir Nicholas emerges as dangerously incompetent.

More importantly, the perverse logic of contemporary politics tells Mr Major that to allow any ministers, tarnished or otherwise, to depart would be admit Tony Blair's charge that he "buckles" under pressure. The Tory right on the backbenches at Westminster, still seething over the outcome of the Nolan committee on standards in public life, is not in the mood to allow another member of the judiciary to meddle in politics.

We will see soon enough whether that position can be sustained against Sir Richard's erudite indictments. The government's luck has changed in recent weeks. The economic outlook seems at last to promise a return of the feagood factor. Mr Clarke is poised to cut interest rates.

Robin Cook, the shadow foreign secretary, will do his forensic best to break the prime minister's resolve. But success or otherwise will hinge on whether the arms-to-Iraq saga remains an issue for the metropolitan political classes or whether it begins to play also in Portsmouth and Preston.

But return to the real significance of Sir Richard's inquiry. I confess that in the few hours allotted, I have not even skimmed every page. Let alone every word of his prose. There will be much to come back to, particularly with regard to the role of officials and the intelligence services.

The central drift is clear enough. Here on graphic display is a culture of government which demonstrates a withering contempt for parliament. It is a culture corrupted by the absence of checks and balances against the power of the executive and by an obsession with secrecy. Here deceptions and half-truths hide behind the shield of something held grotesquely to be the "public interest".

You do not have to subscribe to the view that most of the players are corrupt or

Europa • Stuart Eizenstat

Why Europe must forge stronger security links

The European Union and Nato must not act as if they were on different planets



I came to my post in 1983 as an enthusiastic supporter of the European Community and I leave an even more enthusiastic supporter of the European Union. But there are difficult economic and political tasks ahead for the EU.

The need for job creation and economic growth is central to virtually everything the EU wishes to accomplish. There are no mysteries to what must be done. Non-waged labour costs must be reduced; labour markets must become more flexible; investments in training and education must be made; and public deficits must be gradually but inexorably decreased.

Enlargement of the EU to central Europe and the Baltic states, along with Cyprus and Malta, also presents a profound challenge. Few things are more important to bringing lasting peace and stability to the European continent than to heal the divisions of the cold war once and for all.

At present, only some central European industries are ready to compete in the EU's single market. Others are not and if they did so tomorrow, significant unemployment might result, with waves of workers seeking jobs in the west. Additional economic reforms remain essential if enlarging the EU is to help the applicant nations and strengthen the union. But I leave impressed with the determination of central European states to take the difficult steps necessary for membership and of the EU to make the adjustments necessary to accept them as members.

Another big challenge is to implement the commitments in

the Maastricht treaty. The EU is paying a stiff price for the inability to fulfil immediately the high expectations aroused in two areas: a common currency and a common foreign and security policy.

I am impressed with member states' political commitment to economic and monetary union, in spite of the fiscal pain involved, and I leave convinced there will be a common currency for a key group of member states. If successful, the single currency would reduce economic uncertainty in Europe and cement the benefits of the single market. The US should pay attention to this great political and economic experiment.

The common foreign and security policy is equally difficult. The US supports such a policy, and believes its evolution would make the EU a more effective partner. Europeans agree there are two essential problems with it: inadequate structures to implement effectively a common policy; and the absence of a common spokesperson, such as Nato's secretary-general, to coordinate and articulate it.

This reflects a broader problem: key member states do not yet wish to relinquish their foreign policy prerogatives in favour of a common approach. I believe that until this change has occurred, the common policy will always be less than the Maastricht treaty promised.

Bosnia has been an unfortunate baptism of fire for the common security and foreign policy. An effective foreign policy, even in the post-cold war era, still requires the ability to project a credible threat of military power. Many EU countries showed great courage in sending peacekeeping troops to Bosnia. But peacekeepers cannot be effective when there is no peace, and peace would not come until Nato projected its military power in a convincing and sustainable way. Bosnia thus demonstrated the need for US and Nato involvement in maintaining European peace.

With US leadership, Nato will remain the principal Euro-

pean security organisation. But the relationship between the EU and the Western European Union is unclear. France's re-engagement with Nato's defence forums and its interest in developing the European pillar of Nato raises further issues. All this requires a careful effort to ensure that the roughly parallel enlargements of Nato and the EU keep pace. Both have almost identical lists of central European and Baltic countries interested in future membership at the earliest possible date. To discuss this issue, a dialogue is now barely beginning between the EU and Nato and should be strengthened. Nato and the EU are both in Brussels, and we need to ensure that they do not act as if they were on different planets.

The EU will not develop the political and diplomatic muscle compatible with its economic and trade clout until the key member states desire it, which at this point they do not.

During my tenure, the EU and the US have demonstrated a capacity to resolve some of our most difficult trade issues. The "New Transatlantic Agenda" provides a means to develop a stronger, global US-EU partnership, but it does not guarantee the EU that role. The EU will earn its role by being able to act effectively and quickly as a partner to the US in the rest of Europe and globally.

Few nations or organisations in the world face more daunting challenges than the EU and its 15 member states. Nevertheless, there is too much Euro-pessimism around, including in the press. Every major issue is treated like a life-or-death matter. This is nonsense. I am optimistic that the EU's challenges will be successfully met, as have those in the past. If the EU did not exist, its member states would have to create it because it so clearly serves their most profound security and economic interests and those of their citizens.

The author is retiring as US ambassador to the EU.



Arms and the inquiry leaders: (from left) Sir Richard Scott, Miss Presley Baxendale and Christopher Muttukumar



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Si in mia stella si fa mia guida
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Symphony No. 31 in D 'Hornsival'

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LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'fine'). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

Impressive relationships for UK banks in US

From Mr Derek O. Sword.

Sir, I was intrigued to read Mr Paul Bedford's letter (February 14). As a US bank stock analyst who has researched European banks, I must take issue with his comments about "UK banks falling to make it in the US". A prime example of an impressive relationship between banks on both sides of the Atlantic is that of Citizens Financial Group, a subsidiary

of Royal Bank of Scotland. In December 1995, Citizens announced an agreement to acquire Bank of Ireland's US subsidiary and, indeed, New Hampshire's largest bank, First NH Bank. This transaction will transform Citizens into a \$14bn institution with an enviable franchise in Rhode Island, Connecticut, Massachusetts and New Hampshire. Furthermore, Allied Irish Banks owns the \$9bn, privately

held First Maryland Bancorp, which has been a very profitable investment for Allied, and may be eventually spun off from its parent. Also, Sir Bruce Patullo, governor of the Bank of Scotland, was quoted in your newspaper (People, September 25, 1995) as saying that he "regrets that the Bank of Scotland did not buy two US banks which became available in the late 1980s". Finally, if the largest bank in

the US at present, Citicorp, can have an Englishman, Mr Thomas Jones, as its principal financial officer, perhaps a full understanding of the American work ethic is necessary before one can succeed in the ever-changing world of US banking!
Derek O. Sword,
Keele, Bruyette & Woods,
The World Trade Center,
85th floor,
New York, NY 10048, US

Really so bad?

From Mr James M. Wilson.

Sir, I enjoy your arts columns and admire William Packer's and Clement Crisp's elegant writing. Is it just my impression, though, or are they relentlessly negative? I am struck particularly by William Packer's pieces on modern art. If he is right in finding so much of it so bad, then why do you and he devote so much time and space to it?

James M. Wilson,
Boston Ventures Management,
21 Custom House Street,
Boston, Mass 02110, US

'Globalisation' a likely sign of decay

From Mr Phil Mullan.

Sir, Martin Wolf's review of globalisation ("The global economy myth", February 13) was a refreshing riposte to some of the more outlandish claims made about international economic developments today. Against those who claim "globalisation" as the "chariot of progress", it is possible to add that the most significant international players are the leading industrialised nations whose economies are in most difficulty these days. They

remain responsible for the lion's share of international trade, financial flows and foreign direct investment. The general trend here is that the more sluggish and recession-prone is the domestic economy, the greater the resort to international operations. Hence we see the big rise in US exports over the past 10 years and the rapid turn to overseas production by Germany and Japan over the periods of their protracted recessions. Also it explains the irony that the UK, which is well past its economic

prime, is, relative to its size, leading the world in many areas of internationalisation: ownership of foreign assets, location for others' foreign direct investment, export dependence. Internationalisation, or "globalisation", seems to be more a sign of economic decay than progress.

Phil Mullan,
1 Wellington Mansions,
Shacklewell Road,
London N16 7TP,
UK

Price of MS drug reflects benefits and costs of development

From Mr M.E. Wallace.

Sir, I must protest most strongly at the article "Doubts cast on costly MS drug" (February 15) regarding the Drug and Therapeutics Bulletin review of our new treatment for multiple sclerosis, Betaferon (interferon beta-1b). The bulletin itself contained some serious factual errors. The article in the bulletin asserts that the drug is expensive and may not even work. That is patently not the case. While it is not a cure for MS, there is strong evidence for an important effect in a certain proportion of patients with the relapsing-remitting form of the disease. Indeed, a recent article in the specialist peer-review journal *Neurology*, written by senior neurologists from North America, concludes: "As the first approved, effective treatment for relapsing-remitting MS, Interferon beta-1b signals a new era in the management of MS." Can these neurologists,

who were all involved in the pivotal trials of the product, and the rigorous licensing authorities in both the US and Europe, which granted marketing authorisation on the basis of the evidence from these trials, all be wrong? To quote the European Commission's European Public Assessment Reports on Betaferon, "the application contains adequate clinical data to support clinical safety and efficacy, allowing a positive recommendation for marketing approval".

You also report that the bulletin states that the product should only be used under trial conditions. I must point out that Betaferon has been granted a marketing licence for a specific indication: where this indication exists it would be unethical to limit usage solely to clinical trials. Indeed, this would be contrary to recently stated government policy on its provision. In November, prior to the launch

of the product, the NHS Executive sent out an executive letter giving recommendations on how Betaferon should be prescribed on the NHS, most notably that it should be under the supervision of a hospital neurologist. These guidelines were simply arrived at, following extensive discussion between the company and the various parties concerned, as being the most responsible and practical arrangement given the nature of the disease, multiple sclerosis.

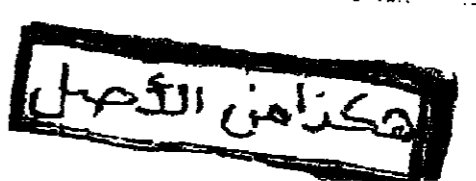
We believe that the price reflects the benefits to be obtained. It also reflects the very high development and production costs involved in such a biotechnology product. The total (global) development cost for any pharmaceutical product is in the order of £200m. This increases still further for products produced via biotechnological methods which have far more complex

manufacturing requirements. It is also important to note that Betaferon represents a new therapeutic concept; innovative therapies are inevitably costly to develop and Betaferon is no more expensive than many other drugs, including other interferon with similar novel status.

Schering regrets the confusion caused by the misinterpretation of published and peer-reviewed results by the Drug and Therapeutics Bulletin.

The experience of more than 40,000 patients and their prescribers in the US and Europe re-confirms the value of Betaferon treatment for relapsing-remitting MS.

M.E. Wallace,
managing director,
Schering Health Care,
The Brow,
Burgess Hill,
West Sussex RH15 9NR,
UK



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FINANCIAL TIMES

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Friday February 16 1996

A mature democracy

The central issue raised by the Scott report is the maturity of Britain's democracy. Is Britain a society able to debate openly the conflicting interests involved in selling arms to brutal dictators?

It is devastating. Mr Waldegrave signed dozens of letters to MPs about policy on arms sales to Iraq which, Sir Richard has concluded, he knew to be untrue.

Personal error

The position of the two named ministers will dominate the politics of the coming days. It may be futile to call for their dismissal now that the prime minister has thrown his weight behind them.

From this failure flowed, inter alia, the prosecution of Matrix Churchill executives for exporting military equipment to Iraq. The government's relaxation of policy on such arms sales, and the involvement of the security services with Matrix Churchill, became known only once the trial of three executives had started.

A report extending to five volumes and 1,806 pages, dealing with highly complex matters, cannot be fully digested in a few hours. Many of the recommendations relate to the security services and the detail of export control procedures. Their implications are not immediately apparent, but are likely to prove significant.

Arms exports

Yet three things are clear from an initial reading. First, there was no government conspiracy to pervert the course of justice in the Matrix Churchill case. Second, very serious errors of judgment were made by two named ministers - Sir Nicholas Lyell and Mr William Waldegrave.

Strains in the global village

More than 30 years ago, Marshall McLuhan coined the term "global village" to describe a future world shrunk by mass communications networks. Today, technology is turning that vision into a universal reality.

forces beyond the ability of governments and nations to control. Some observers, indeed, argue that the onrush of globalisation calls into question the future of the nation state as a meaningful political and economic unit.

Blanket curbs

However, erecting cultural barriers is not a solution. Crude measures such as audio-visual quotas are almost certainly unworkable. It is near-impossible to define local content levels for films and television programmes, which increasingly rely on inputs of material, skills and capital from a wide variety of international sources.

The latest instance is the European Parliament's revival this week of proposals for tighter curbs on broadcasting of foreign television programmes. In the words of Ms Lucia Castellina, chairman of the parliament's culture committee: "What is at stake is the survival of the cultural identity of Europe."

Ireland recently passed a law calling for a third of radio material to be originated locally, while Portugal and Belgium will follow suit. Meanwhile, Ottawa and Washington are in dispute about Canada's use of cultural protection laws to restrict access to its market by US-based companies in businesses including cable television and publishing.

Growing anxiety

These cultural defences are symptoms of deeper insecurities. In Canada and Belgium, they reflect a shaky sense of national identity, and in France an increasingly anguished effort to reverse a steady loss of linguistic hegemony.

Enforcement of blanket curbs such as the European Parliament favours would also involve an objectionable degree of official intervention. The line between quotas and censorship is dangerously fuzzy, and open to political abuse. How could a European Union which blessed such an abridgement of free information flows presume to lecture China for clamping down on the Internet and the supply of electronic business data services from abroad?

Such examples suggest that those who warn against the dangers of falling prey to foreign cultural imperialism may not be entirely wrong. But the threat is largely manufactured at home, and has much to do with deficient creativity and weak entrepreneurial drive. In such cases, restoring cultural dynamism is no simple task. But blaming foreigners for the problem is not the answer.



Prised out of its Shell

The oil giant's shake-up has produced cost savings and boosted profits, say David Lascelles and Robert Corzine

The grey slab of Shell Centre on London's South Bank looked grey and stable as ever yesterday. But inside, Mr John Jennings, chairman of Shell Transport and Trading, the UK half of the Anglo-Dutch oil giant, was proclaiming that everything had changed.

had recently had a radical shake-out with the loss of thousands of jobs, but exploration and production had not changed for quarter of a century.

The exercise proved more difficult to carry through and "sell" internally than management expected. The original completion deadline of October 31 had to be extended twice, first to January 1 and then to February 1. Even now, the exercise is not fully complete.

Shell executives are coy about the reasons for the delays. But staff resistance was strong. The planning was secretive, which created a distinction between insiders and outsiders, and bred resentment.

After nearly two years of planning and implementation, Europe's largest company has completed its biggest restructuring in 30 years from which it hopes to emerge a more formidable competitor. "I am extremely optimistic about the prospects the restructuring will bring to our business," he said.

The changes directly affect only the "corporate centre", the key operations in London and The Hague which control the multinational's worldwide operations. But the intention is that the revamped core of the group should then drive similar changes through in the hundreds of operating companies that make up the Shell empire, and deliver profit improvements of as much as 50 per cent.

Jobs were at stake, which sparked anger, particularly when UK employees discovered they were being offered less attractive severance terms than their Dutch colleagues. And many people had to be persuaded that change was necessary, given Shell's record earnings and £7bn cash mountain. The large dividend increase announced yesterday was intended to drive home to staff that tough financial targets will be set.

The abolition of the baronies, the most political step in the process because it would challenge powerful fiefdoms, created fewer visible ripples. They were gone by last September when the members of the new business committees were selected by the committee of managing directors, the four-man inner cabinet. However these appointments included most of the former barons, meaning that the top management line-up hardly changed at all. This produced accusations that the change was less radical than was being claimed.

The restructuring was officially launched last spring when Mr Cor Herkströter, president, called for a 30 per cent cut in costs. On the face of it, the call seemed unnecessary since Shell had just announced record earnings of more than \$4bn; its return on capital was 10 per cent, in line with the industry average. However, Mr Herkströter said this was not enough to sustain the company in the long run and set a target of 12 per cent.

Detailed implementation of the master plan was left to the individual divisions, with some facing a bigger task than others: refining

The results of the shake-up are likely to be judged less in terms of costs saved through job losses - which at 1,100 are relatively small for a company Shell's size - than in terms of improved profitability. "The main objective is not reducing people," says Mr Hadfield, "because that's not where the big pay-off is going to come. That will come when we raise the business performance of the company."

The new scheme strips out 300 jobs and should produce a saving of about 30 per cent on the sector's £180bn (£216.2m) of annual costs. So Mr Kulepuz and his colleagues met the Herkströter target, although it will be some time before this is confirmed in the financial results.

OBSERVER

Tie me up tie me down

Most days of the year, an old school tie doesn't get you very far in northern Germany. But donning a three-barrelled, none too precious piece of neckwear was a very smart move yesterday, on Wednesday night.

His offices turns into a playground for his strangely attired female colleagues, who have Carrie Blanche for the day to snip off ties, shoe laces, and - well, it depends how daring they are feeling.

Boy's own stuff

Spanish football can now return to normal. Barcelona, the Spanish champions, have knocked Numancia, the team which nobody

had ever heard of, out of the cup. Numancia, from the central mountain town of Soria, had already beaten first division teams Real Sociedad, Sporting de Gijón and Racing de Santander, and drawn the first leg with Barcelona.

When 10,000 Numancia's supporters, about a third of the local population, turned out to support their team in Barcelona's Camp Nou stadium, Barcelona responded by unfurling a banner "Surrender, you're surrounded." However, there is some consolation for Numancia's part-time players. The club has been approached with a deal to carry advertising on its shirts for Tauridin, a product for enhancing male potency.

Wheels within

Urban myth in South Africa has for some while singled out the BMW driver as a favourite target of the armed carjacker. So BMW decided to take action, and automatically included insurance in the price of new vehicles. The German manufacturer has been complaining loudly about insurance companies' fat annual premiums - up to 20 per cent of a new car's value. It has also used leaked police figures showing that car hijackings in South Africa broadly reflected a manufacturer's market share.

All at sea

An HK\$4.2m (\$643,300) study has been ordered into who is making waves in Hong Kong. A lot of money to spend when the answer seems so obviously a large country beginning with C. But no, the object of study is the "confused sea state" in Hong Kong harbour, which is making life difficult for big boats when docking, and for small boats trying to do most anything. So the government has announced that Hong Kong University will spend 12 months evaluating waves in Victoria Harbour.

On a roll

Vietnam may still be classified as a developing country, but nine years of economic reforms seems to

be pushing it up the Rolls-Royce index.

One of them snapped up a "touring limousine", a 20-foot stretched model complete with television set and walnut-fronted cocktail cabinet which usually sells for \$400,000. The other bought a Silver Spur, a snip at \$210,000, but still a tidy amount of cash when the average monthly per capita income in the former Saigon is just \$310.

Blindman's buff

Is the German government recruiting someone to sell the idea of the single currency to a sceptical public? An advertisement appeared recently in the Frankfurter Allgemeine newspaper. "Wanted: Salesman able to sell picture to blind man, for one-off genuine business deal." Then again, maybe not. It's a rather tall order, bearing in mind they are only proposing to pay DM50,000 (\$34,000).

The pearl within

Some of the most striking changes in Shell's restructuring have been made to its exploration and production division where there had been no shake-up for 25 years.

Although it employed only 1,500 people at the centre, the division planned the work of 6,000 people out in the field. It also controlled a central part of Shell's business: finding oil and gas, and getting it out of the ground. Mr Mark Moody-Stuart, the managing director who oversees the sector, called for a "radical" redesign. He entrusted the task to two middle managers in their 30s: Mr Alex Kulepuz and Mr Chris Finlayson. Mr Kulepuz, an American, reckons he was selected "because I'm an outsider with the reputation of a maverick".

Over three months last summer Mr Kulepuz and Mr Finlayson worked with Booz Allen & Hamilton, the management consultants, on a blueprint. To stimulate ideas, they visited companies such as General Electric of the US, ABB, Merck and even rival oil companies such as Mobil. They also surveyed outsiders' perceptions of Shell and learnt that people found it difficult to work with, slow-moving, arrogant and high-cost. They found that its reputation was slipping in key areas: even though Shell saw itself as a leader in deep-sea drilling technology, its closest competitor, BP, was winning all the credit.

Mr Kulepuz's teams also considered how Shell's world might look 20 years from now: its markets and its relationships with oil producers. And they looked at how Shell could work more closely with smaller, entrepreneurial oil companies with very different cultures. The plan has two essential aspects. First, it creates a simplified management structure under a new business committee. Seven or eight layers of management have been reduced to three, and geographical reporting lines have been eliminated. According to Mr Kulepuz, this means a decision that was taken in a day. "We're now saying this man makes the decision, not a committee of 20 people," he says. Second, all units are now measured by the same business results. Much the most important part of the division was the technical side which employed nearly 1,000 scientists and experts in petroleum exploration. But many were working on little-used technology, and the management had no incentive to redeploy them. Under the new scheme, work will be dictated by the demands of customers such as other Shell companies. It will thus be organised around processes, such as drilling, rather than disciplines, such as geology.

"The organisation will be based on the processes required to make the business run, not on military-style lines," says Mr Philip Ellis, one of the Booz Allen consultants. "People must be sought after for their ability to add value to a decision, not for their position or title."

The changes encountered hostility from staff who felt they had been excluded from the planning process. "There was a lot of pent-up anger," says Mr Finlayson. A series of workshops helped reduce resistance.

Financial Times

50 years ago

Threat of strike in Mexico Almost simultaneously with official cabinet advice from Mexico City that the strike at the Fresnillo mines had been settled, a Reuters message from Mexico City reported that the strike in the silver mines may be backed by a general strike in June if miners' demands are not met before that date. The general strike warning, says Reuter, comes from the railway, oil, electricians' and printers' unions, some of the strongest in Mexico. The miners are demanding a 40 per cent increase in salary based on the fact that the cost of living went up during the war to 200 and 300 per cent above pre-war prices.

U.S. effort to beat inflation President Truman announced in a White House statement big changes in the economic administration of the country and a new stabilisation policy. It is an all-out bid to end the growing political crisis, and to end the nation-wide strikes and the fear of inflation. The revised stabilisation policy will mean a general rise in wages and prices in the months to come.

Smaller cotton crop World cotton production for 1945-46 is estimated by the U.S. Department of Agriculture at 22,550,000 bales or 7.4 per cent lower than 1944-45 and 27 per cent below the 1935-39 average.

LEGAL DEFINITIONS
 property n. *Brit.* 1 loaf tea served from a silver pot (usa. *Eat & Drink, English Breakfast etc.*)
 2 something owned: a possession, esp. real estate. see ROWE & MAW: asap (ph 0171-248 4282)

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 LAWYERS FOR BUSINESS

FINANCIAL TIMES

Friday February 16 1996

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Bundesbank takes tough line on financial policy

By Peter Norman in Bonn

Germany must make greater efforts to cut its public sector deficit to meet the Maastricht treaty criteria by 1997, the Bundesbank warns today.

In its latest monthly report, the central bank says German financial policy faces "great challenges" if the deficit is to be brought below the Maastricht limit of 3 per cent of gross domestic product. It was 3.6 per cent last year.

The Bundesbank says: "In view of recent developments, the necessary medium-term (budgetary) consolidation requires still greater efforts than previously assumed."

It calls for a "double strategy" of cutting the deficit while reducing the burden of taxes and social security levies. It warns that "the already heavy pressure to reduce public spending will increase" if these goals are to be achieved.

The combined deficit of Germany's federal, state and local authorities was worse than expected, last year, the report

adds. Nor there was any discernible improvement in the finances of Germany's pension, unemployment and health insurance funds despite a big rise in contribution rates.

Instead of undercutting the 1994 level of DM106bn (\$72bn) as planned, the total deficit of Germany's regional authorities increased by between DM5bn and DM10bn last year. The social insurance funds had a 1995 deficit of nearly DM15bn after roughly breaking even in 1994.

The Bundesbank blames unexpected high revenue shortfalls of about DM25bn last year for Germany's lurch into the red. Only a quarter of the shortfall reflected the economic slowdown. Revenues were also depressed by tax breaks for investments in eastern Germany.

The report says the federal government has coped far better with the 1995 tax shortfalls than the states or local authorities. But there was no sign that the combined federal, state and municipal deficits would improve this year. Indeed, it warns that

current plans are based on assumptions that appear too optimistic.

The forecast reduction in the federal labour office deficit to DM4.5bn this year from DM7bn in 1995 assumed roughly unchanged employment conditions. However, unemployment rose to a record 4.16m in January and the government now expects that on average there would be 290,000 more jobless this year than in 1995.

The Federal Statistics Office yesterday reported a 2 per cent real drop in retail turnover in 1995 compared with 1994. Mr Martin Hünfer, chief economist of Bayerische Vereinsbank, predicted that Germany would be the slowest growing of the big industrial nations this year.

Wolfgang München adds from Frankfurt: German engineering and metal industry employers and the IG Metall trade union yesterday failed to agree an ambitious scheme for new jobs in exchange for pay restraint after the employers ruled out any agreement promising to hire workers.

Euro-MPs offer birds a safer migration

By Caroline Southey in Strasbourg

Migrating birds returning to Europe after their winter breaks in the sun have won a reprieve from being gunned down by European hunters.

The European Parliament yesterday voted to clip the hunters' wings by fixing for the first time a date to close the shooting season across the European Union.

The environmental lobby backing the measure met fierce resistance from southern Europeans, particularly the French, who defended their right to hunt on the grounds that it was an integral part of French culture.

The amendment to close the EU hunting season on January 31 for all migrating birds was passed by just nine votes following a heated debate.

The pro-hunting lobby had backed a Commission proposal to allow member states to fix dates for particular species extending to February 28.

The decision will present Mrs Ritt Bjerregaard, commissioner for the environment, with a dilemma - whether to stand by the Commission position, which pre-dated her arrival in Brussels, or to stick to her green credentials and agree with the parliament. The final say rests with the Council of Ministers.

The proposals were aimed at amending the 1979 directive on the conservation of birds which provides protection for 74 species, including honey buzzards, flamingos, swans, geese, kites, ducks, eagles, vultures, hawks, falcons, terns, puffins, stormy petrels, herons, egrets and storks.

In most states, the hunting season closes on January 31, but continues to February 28 in Greece and France. Most flocks of migrating birds return to breeding grounds across Europe in February, although some fly back in December and January.

Mrs Maartje van Putten MEP, a driving force behind a fixed date said: "These are the birds that deliver the next generation. Hunting them during migration can have a seriously disruptive effect on their ability to breed successfully."

Arco signs \$1.5bn oil contract with Algeria despite threats

By Robert Corzine in London

Arco, the US oil company, last night shrugged off threats by Islamist militants and signed a \$1.5bn production sharing contract to rehabilitate the Rhoude El Baguel oilfield in Algeria.

The deal is the latest in a string of contracts signed in recent months between Sonatrach, Algeria's state oil and gas company, and western oil groups.

It came a day after the extremists warned oil and gas workers in Algeria to stop work or face death.

The industry generates 90 per cent of the country's foreign exchange revenues, and its expansion through the harnessing of foreign capital is a main priority for the government.

The Arco deal follows the signing last month of an \$850m agreement with France's Total and Spain's Repsol for the develop-

ment of a gasfield in the south-eastern part of the country.

In December, Sonatrach agreed its largest partnership accord to date, a \$3.5bn production sharing agreement with British Petroleum for the development of a gasfield in the south-western region of In Salah.

The Arco contract covers Rhoude El Baguel, Algeria's second largest oilfield, 450 miles south-east of the capital Algiers.

The Los Angeles-based company has paid a \$225m bonus payment to Sonatrach. Under the terms of the agreement it will invest a further \$1.3bn in the rehabilitation of the field, which was discovered in 1962.

More than 450m barrels of the 3bn barrels of oil originally in place have been produced.

But Arco intends to drill additional wells and use modern gas injection techniques to boost production from 25,000 barrels a day

to a peak of 125,000 a day early in the next decade. The company expects to produce more than 500m barrels over the 25-year life of the project. It will receive 40 per cent of the field's output, which should begin to rise by the end of the year, according to company officials.

Mr Jay Cheatham, president of Arco's international exploration and production division, said the contract was the result of "three years of hard work and complex negotiations".

In Los Angeles last night Arco declined to comment on the latest threats to oil workers in Algeria. But Mr Cheatham said: "Our people are anxious to begin work."

Algeria's oil and gasfields, concentrated in the southern desert, have been largely spared in the four-year conflict between Islamic militants and government forces.

Government 'misled' MPs

Continued from Page 1

and the quality of justice in our courts and finds them wanting in the balance".

In support of his assertion that Mr Waldegrave had been misled, Downing Street highlighted a statement by Sir Richard that he accepted that Mr Waldegrave did not have "duplicitous intention" in failing to inform MPs that the government's guidelines on arms sales to Iraq had been changed.

However, in the subsequent sentence, Sir Richard damns the government's "flexible" approach to the question of whether guide-

lines had been changed as "duplicitous".

He also said "Mr Waldegrave knew, first hand, the facts that, in my opinion rendered... untrue" letters he had sent stating that the Iraqi arms policy had not been altered.

Sir Richard then sums up the paradox at the heart of his report. He "did not receive the impression of any insincerity" on the part of Mr Waldegrave in his claim that he had acted in good faith. But the report says it was "clear, in my opinion, that policy on defence sales to Iraq did not remain unchanged".

Rivals start Kremlin race

Continued from Page 1

that if the Czech Republic joined the Nato military alliance and became a base for Nato nuclear weapons, Russia would respond with force. "Since I am responsible for the nuclear security of Russia I would have to take adequate measures and ensure that those sites did not exist. They would simply be destroyed."

Although Mr Mikhailov is not directly responsible for Russia's foreign or defence policy, his aggressive comment suggests either a lack of discipline within the cabinet or a new

harder line towards the west.

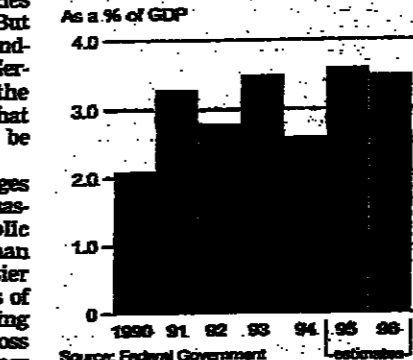
In comments likely to set the tone for the coming campaign, Mr Zyuganov attacked Mr Yeltsin as a "weak rival" (and) quite a vulnerable politician. He said: "If Yeltsin wins again it will mean further destruction and putrefaction of this country."

Echoing headline delegates at the Communist meeting, Mr Zyuganov denounced Mr Yeltsin for "stealing" Russia's rich resources through privatisation, beginning the "bloody civil war in Chechnya" and allowing western countries to try to turn Russia into "a colonial economy".

THE LEX COLUMN

Grim tales

FT-SE Eurotrack 200:
1756.4 (-7.1)



holders. Anyone buying the shares now is taking a great deal on trust. Doubters should switch into British Petroleum.

Farnell Electronics

The row over Farnell's proposed £2.8bn bid for Premier is a watershed for UK corporate governance. The most extraordinary fact about yesterday's extraordinary meeting is that 77 per cent of the electronic group's shareholders actually bothered to vote - a far higher proportion than is usual on such occasions.

While Farnell won convincing backing for its takeover, it had to promise to strengthen its board to gain the support of key shareholders. The positive reading is that this will impose greater control on Farnell's management without destroying its motivation by rejecting the deal outright.

The Premier purchase still looks risky, but at least shareholders know what they have let themselves in for.

Rentokil/BET

The idea of Rentokil trapping BET makes a lot of sense. The management record is certainly on the side of Rentokil, which has shown an unenviable ability to squeeze profits out of unpromising businesses such as pest control and tropical plant maintenance. Its 24 per cent operating margins are three times those at BET even though 70 per cent of their businesses overlap. And Rentokil's successful foray into manned guarding through 1993's £75m takeover of Securiguard suggests it can turn its hand to any type of service business. BET has

recovered considerably from its crisis-ridden state in 1991. But it has yet to prove it can generate meaningful sales growth from what still looks like a sprout of mediocre businesses. As a result, its shares have continued to underperform, while Rentokil's have rocketed over the past two years. If Rentokil pounces now, it could offer 200p a BET share (or £1.9m for the group) and suffer no earnings dilution.

Such a takeover would look like a U-turn from Rentokil: the group has prospered on a diet of small bolt-on acquisitions. It would be unfortunate if Rentokil's target of 20 per cent annual earnings growth - which it has hit for 12 consecutive years - has become such a holy grail that its management will take any risks to achieve it. By adding BET's lower quality businesses, Rentokil may well end up with a lower rating. That said, the benefits of applying its more successful management to BET probably outweigh the risks.

UK executive pay

The Greenbury committee's recommendation that the full value of directors' pensions should be disclosed is potentially highly embarrassing for many companies. So it is no surprise that the approach backed yesterday by the Confederation of British Industry would produce less dramatic headline numbers than the purist "transfer value" method first considered.

Nonetheless, the CBI's alternative method deserves to be taken seriously. Publishing a figure for the annual pension to which directors will be entitled, and the change over the year, makes perfectly good sense. It is much easier to understand, and less dependent on actuarial assumptions, than the "transfer value". Most importantly, it is far preferable to the previous plan advocated by those who wanted to tone Greenbury down - fudging the impact of salary increases on pensions by spreading them over several years.

Under the CBI proposal, a sharp salary increase would - rightly - show through immediately as a sharp pension increase. What it would not reveal, unlike the transfer value, is the full, capitalised cost of an increase over time, which shareholders will ultimately have to bear. There is a strong case for publishing both.

Additional Lex comment on Granada and Yorkshire-Tyne Tees TV, Page 30

FT WEATHER GUIDE

Europe today
 Rain will move from the UK towards the Low Countries and France. The UK will become brighter with occasional rain in the north, where temperatures will drop. Rain or snow will fall in Germany this morning. The Alps will start with snow, turning to rain later in the day. South-western Europe will be sunny, apart from the north coast of Spain. Greece and Sicily will have rain. Northern Italy will remain dry with some sun.

Five-day forecast
 Low pressure systems will bring colder, rainy conditions to northern and central Europe. The south will stay mainly dry with some sun. From Monday high pressure extending from the British Isles to Lithuania will bring colder weather to central and western Europe, with temperatures falling below freezing at night.

TODAY'S TEMPERATURES

| Location | Temperature | Forecast |
|--------------|-------------|----------|
| Madrid | 7 | fair |
| Beijing | 10 | cloudy |
| Colaba | 10 | cloudy |
| Delhi | 18 | cloudy |
| Dubai | 22 | cloudy |
| London | 10 | rain |
| Lyons | 8 | rain |
| Paris | 8 | rain |
| Perth | 8 | cloudy |
| Winnipeg | 8 | cloudy |
| Zurich | 5 | rain |
| Bangkok | 28 | sun |
| Calcutta | 25 | sun |
| Cebu | 26 | sun |
| Delhi | 18 | sun |
| Hong Kong | 22 | sun |
| Kuala Lumpur | 25 | sun |
| Manila | 26 | sun |
| Shanghai | 22 | sun |
| Singapore | 28 | sun |
| Taipei | 22 | sun |
| Tokyo | 19 | sun |
| Yokohama | 19 | sun |

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands.

Constant improvement of our service. That's our commitment.

Lufthansa

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